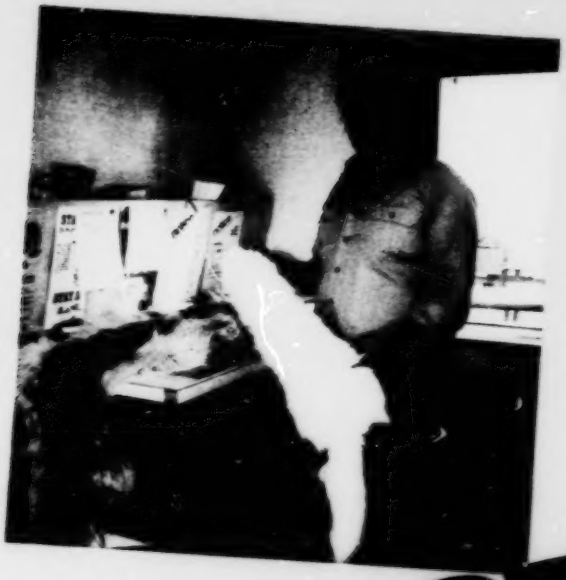


WORKING TOGETHER

for our future

SECOND REPORT
The First Two Years:
Progress Reports and Action Plans
1985-87

Northwest Territories EQUAL EMPLOYMENT DIRECTORATE

91-06520/

Working Together: Equal Employment Planning for Native People in the Government of the Northwest Territories

The First Two Years: Progress Reports and Action Plans 1985-87

TABLE OF CONTENTS

I. Introduction 4

II. The 1986 Plans 5
- i. General Recommendations, 1986 5
- ii. Special Measures 5
- iii. 1986 Plans and Achievements 7
- Departmental Action Plans 7

III. The 1987 Plans 10
- i. Assessment 10
- ii. General Strategies 10
- iii. Highlights of 1987 Departmental Action Plans 11
- iv. 1987 Departmental Action Plans 11

IV. Status Report on Affirmative Action, 1985-1987 13
- i. Public Service Problems 13
- ii. Education and the Employer 13
- iii. Departmental Issues 14
- iv. Recommendations 14

Appendix A: Detailed 1986 Plans 15

Appendix B: Detailed 1987 Plans 21

I. INTRODUCTION

The Government of the Northwest Territories is committed to a Public Service that is competent and representative of the population it serves, and thus supports and fosters equity in employment and career development of aboriginal peoples indigenous to the NWT. The Native Employment Policy currently focuses on increasing the representation of aboriginal peoples indigenous to the NWT.

The Equal Employment Directorate, created in 1985, replaced the Office of Native Employment which had been established by the Government of the NWT in 1976 to "encourage greater participation of native northerners in the Public Service and thereby make it more representative of the people it serves".

The Directorate advises senior managers and the Executive Council on the employment, training and promotion of native people, women and disabled persons; promotes affirmative action to employees, managers and the general public; co-ordinates government-wide affirmative action planning and evaluating and reporting on progress; promotes the GNWT as an employer; establishes an advisory committee to help develop implementation strategies; and develops statistical information on the representation of various groups in the public service and availability of qualifiable members of these groups in the NWT labour force.

The Affirmative Action Plan is a three-pronged strategy that places emphasis on hiring, training and promoting native people. The objective is to create a Public Service, able to communicate in the recognized aboriginal languages of the NWT, and which reflects the cultural composition of the population it serves. Aboriginal peoples indigenous to the NWT will have equal access to employment, training and promotional opportunities in the public service, and will have access to affirmative action programs intended to help achieve this objective. Affirmative Action is an integral part of the human resource planning process throughout the public service.

The Equal Employment Directorate began co-ordinating the development of an Equal Employment Plan for the Government of the NWT in the fall of 1985. All departments and regions were required to develop individual Equal Employment Plans. These individual plans were amalgamated into a Service-Wide Plan which aims to increase representation of native people in the Public Service to 52 per cent from the level of 25 per cent at June, 1985. Both the total GNWT plan and the individual plans are reviewed and updated annually.

This report looks at the original plans and assesses the level of achievement throughout 1986 and 1987.

II. THE 1986 PLANS

i. GENERAL RECOMMENDATIONS, 1986

The native employment plan for the Government of the NWT aims to increase native peoples' representation in the public service to 52 per cent by 1990 from 25 per cent as of June, 1985.

The plan sets numerical objectives by job category, group and level, identifies accountability for achieving objectives, and proposes solutions (known as "special measures") to barriers to the employment and promotion of native people.

Achievement of the numerical objectives will be affected by vacancies available over the period 1986-90, by funds available for creating trainee positions within the In-Service Training Program, and by the numbers of native public servants qualified and interested in promotion or transfer.

External factors affecting achievement include the number of qualified and interested native people in the labour force, the number of native high school and college graduates, native peoples' willingness and/or ability to leave their communities, housing availability, and government's attractiveness as an employer of native people.

Several existing programs were enhanced and several new programs were created in order to address some of these factors.

Existing programs which were enriched included the Education Leave Program, the In-Service Training Program for GNWT employees, and the Staff Housing Program. A furnishings revolving fund has been established to help native people taking part in affirmative action programs who must move out of public housing and move to a new community to take up a job.

New programs included a basic Academic Upgrading Program for native employees, a basic Office Training Program to qualify people for entry-level secretarial/clerk-typist positions, and an On-the-Job Training Program to give native people the work experience they need to obtain a public service job. A Cross-Cultural Orientation Program was developed to sensitize all public service employees to the various cultures of the NWT, and will be offered in the regions at least twice each year.

ii. **SPECIAL MEASURES**

Measures to encourage hiring, development and promotion of native people is a key part of affirmative action. While designed to address native peoples' specific employment needs, such measures benefit all employees. Special measures ensure that numerical objectives are supported by activities which benefit both target and non-target group members and need participation by all employees.

The responsibility for developing special measures is shared among departments and agencies accountable for activities within their own jurisdiction, departments with accountability across the public service (such as Personnel, Culture and Communications, and Education), and the Equal Employment Directorate, which is responsible for co-ordinating the government's affirmative action strategy.

Key action areas for special measures included recruitment; screening and selection; career development and promotion; awareness and public relations; job accommodation; and information systems.

After reviewing the individual departmental plans and the government-wide plan, the following special measures were recommended and approved in the areas of labour supply, education, public service, devolution, and privatization.

Labour Supply

1. An adjusted figure which defines potential vs. real labour supply must be developed.

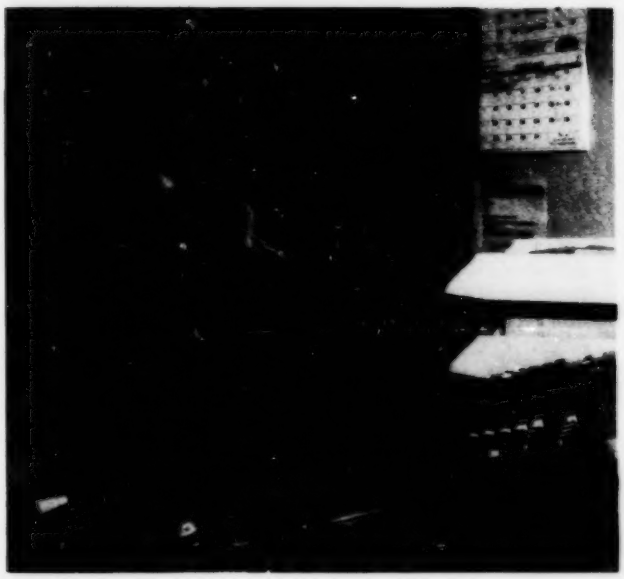
2. Additional information which reflects the existing educational and skill levels of the labour force must be made available.

Action Taken: The Department of Education, with the Bureau of Statistics, is developing a Labour Market Information System that should provide accurate and timely information.

3. Potential and real labour supply is not always located at the source of demand, so mobility and relocation must be considered.

4. Governmental efforts to attract native employees must respect the need for communities and other employers outside Yellowknife and the regional centres to retain skilled people in order to manage their affairs capably.

Action Taken: Career counselling has been done at the community level by the Equal Employment Officers. Only people who indicate an interest in working for the GNWT are interviewed.



Education

1. The Department of Education should expand its training and development support services so that departments can develop personnel at the levels reflected in their Action Plans.

Action Taken: The Department is developing and delivering quality Staff Training Programs which will lead to certification. The new training calendar should reflect those changes.

2. The Department of Education should review the In-Service Training Program, including a review of the formula used to fund the program.

Action Taken: The Department has developed new guidelines which clarify the In-Service Training Program's goals and objectives. Periodic review is necessary, however, to ensure the program continues to meet departmental needs.

3. The Department of Education should expand the delivery of basic upgrading to public service employees to ensure that upgrading is available to those who want it.

Action Taken: A new program has been developed which provides government employees with access to upgrading, thus expanding their opportunities for training and promotion.

4. Additional Clerk/Typist Programs should be developed and delivered to ensure an adequate supply of labour sufficiently skilled to guarantee employability with limited In-House Training.

Action Taken: A Secretarial Arts Program currently underway in Yellowknife trains 12 people (five of them from the regions) for employment with the GNWT. The program will be continuously available over the next three years.

5. Support/counselling services should be re-established in Edmonton and Ottawa to support native students who find it difficult to adjust to a different environment.

Action Taken: The recommendation is under review by the Department of Education.

6. Community-level upgrading and skill training should be enriched, and closely linked to employment.

Action Taken: The Directorate is not aware of any action taken to improve the quality of upgrading and training to ensure that trained people meet standards required by NWT employers.

7. The Department of Education should develop a new Staff Development Training format to ensure quality short-term training programs providing skill development leading to increased competence and potential promotion.

Action Taken: The Department of Education is developing a new Staff Development Training format that will provide for quality training leading, in some cases, to certification.

Public Service

1. Adequate housing for potential northern native employees is not available where employment opportunities exist. More housing is needed if supply is to be matched to demand. Current policies on temporary use of Government accommodation and furniture should be reviewed in order to assist northern native employees who have little or no money when they arrive to take up a job.

Action Taken: Money was allocated but little of it was used in 1986. It is hoped this will change in 1987.

2. All Personnel policies and systems should be reviewed to remove any barriers affecting native employment.

Action Taken: The Department of Personnel will review all personnel policies and practices to ensure that there are no unnecessary barriers in place.

3. Specific professional categories should be removed from the targeting process for the current four-year period. Categories which cannot be trained in-house or within the current four-year mandate include doctors, lawyers, engineers, nurses, teachers and architects.

Action Taken: A list of job categories which are considered to be professional was produced by the Department of Personnel and is being applied by the Directorate.

4. Permanent human resource planning services should be established within Personnel which would assist departments to develop and implement human resource plans.

Action Taken: Three person years were provided to the Department of Personnel to assist in putting its Human Resources Division into operation. There has been some delay in putting this into full operation, including re-establishment of the statistical information system known as PINGO.

5. Departments should provide dedicated person years with Human Resource Planning responsibilities and ensure a linkage with agencies which have similar responsibilities.

Action Taken: Most departments have complied with this recommendation and it is now important to ensure that people dedicated to Affirmative Action have sufficient seniority to ensure that forward momentum continues.

6. The Department of Public Works and Highways should be allowed to provide affirmative action training in basic building trades through the use of existing capital construction funds.

Action Taken: The process of contract compliance has not been finalized. DPW now applies a form of contract compliance to its Capital Construction Program, but no figures are available at this point to determine its success.

7. The Department of Public Works and Highways, with the assistance of the Department of Education, should establish a Construction and Maintenance Management Training Program to train or upgrade existing or potential new employees for positions in government municipalities and private enterprise.

Action Taken: Funds were allocated in 1986 to begin developing the program to be delivered jointly by DPW and Arctic College, and it is hoped the program will be ready for implementation by September, 1987.

8. The Department of Government Services should be allowed to use its revolving funds for staff training.

Action Taken: This has not been put into effect. However, the Workers' Compensation Board now is using internal funds to train native staff.

9. Departments should be prepared to purchase seats in training programs sponsored under the Department of Education's Cost-Recovery Staff Development Program. It is recommended that each department designate a percentage of its base for this purpose.

Action Taken: The Department of Education is proceeding with a User-Pay System. Its success will depend on departmental participation and on the quality of training offered.

Devolution

10. While the transfer of programs and responsibilities has begun to take place, it is important that two areas be made clear before the transfers are completed. First, resources currently being applied to federal affirmative action training and human resource development be transferred to this government to ensure our ability to respond to the expanded mandate. Second, any transfer agreements should make it clear that programs transferred to this government are subject to this government's affirmative action policies.

Action Taken: The Directorate recognizes that the transfer of Hospitals, Nursing Stations and Forestry represents a considerable change in delivery of equal employment within the GNWT. A review will be done this year.

Privatization

11. In order to avoid any negative impacts which the privatization policy may have on affirmative action programs, it is recommended that:

a) a clause be included in all tendering documents and all contracts requiring the contractor to comply with the objectives of the GNWT to achieve equal employment through the affirmative action process;

b) all contracts issued by the GNWT, including grants and loans, be subject to the principles of equal employment and the affirmative action process;

Action Taken: The Directorate is pursuing a contract compliance clause that will require all those receiving public funds be subject to affirmative action planning. There also must be assurance that privatization will not remove the existing opportunity for hiring and training of target group persons.

c) departments should consider job-sharing, particularly at the community level, as a viable alternative in employing native people.

Action Taken: One department is seriously considering this possibility. The Directorate hopes to examine its potential in 1987 to see if job-sharing is a practical possibility.

iii. 1986 PLANS AND ACHIEVEMENTS

While affirmative action got off to a comparatively slow start, the administration of the GNWT did well considering some of the problems which had to be dealt with. Problems, including the clarification of roles and responsibilities, have been worked out and the programs are beginning to show clear results.

It is expected that 1987 will present the true picture of the administration's will and ability to carry out a successful native employment program.

Departmental Action Plans

Departmental Action Plans consisted of three major components (hiring, training and promoting native people) which were defined by establishing numerical and non-numerical objectives. Each plan included the following components:

- *Situation Analysis* describing the representation of native people within each job group in the Department, and identifying attitudinal and systemic barriers to employment of native people;

- *Numerical Objectives and Timetables* for increasing native representation in job groups where they are under-represented relative to external availability, based on the current level of under-representation, the anticipated number of positions to be filled in the Department, and the estimated availability of qualified target group members to fill those positions;

- *Non-Numerical Objectives and Activities* to include specific activities aimed at neutralizing barriers to native peoples' employment and advancement and providing for their recruitment, hiring, training and promotion;

- *Delegation of Responsibilities* indicating who within the Department is responsible for designing the plan, implementing specific measures and monitoring progress;

- *Monitoring Mechanisms* to track progress in implementing special measures, achieving established objectives and reporting on progress to date.

Detailed plans prepared by departments for 1986, and the subsequent departmental reports on 1986 achievements, are contained in Appendix A of this report. Summarized, they are as follows:

Culture & Communications: Starting with 26 native employees of 84 (31%) in 1985, the department aims to have 66 native employees of 114 positions (58%) by 1990. On-the-job training and the Career Development Program will be used; lower-level positions will be used for manager trainee positions.

1986 Achievement: As of December, 1986, native participation was 47%. Native participation took place at more senior levels than originally planned and the over-all departmental achievement was at a more senior level.

Economic Development and Tourism: Starting with 27 employees of 120 total positions (23%) in 1985, the department aims to have 71 native employees of 122 total positions (58%) in 1990. Entry-level officer positions will be an area of major concentration for native recruitment. On-the-Job training, institutional training and Northern Careers will be used; targeted positions generally will be staffed on a term basis with in-service trainees attached.

1986 Achievement: Targeted positions did not become vacant so there was a shortfall in native hiring, but a major training initiative was begun as planned.

Education: Starting with 523 native employees of 1,401 total positions (37%) in 1985, the department aims to have 701 native employees of 1,455 total positions in 1990. In-Service training, In-Service apprenticeship, educational leave and the Teacher Education Program will continue to be used for training. Educational and short-term leave will be used to help prepare native employees for promotion.

1986 Achievement: The department calculated that by the fall of 1986, it had achieved the goal of the native employment policy, a representative work force.

Executive: Starting from 37 native employees of 127 total positions (31%), the aim is to have 70 native employees of 126 total (56%) by 1990. Training will be done through In-Service Training Program and Northern Careers Program.

1986 Achievement: As of 1986, there were 43 native employees on staff of a total of 120 (36%).

Finance: Starting with 17 native employees of 112 positions (15%) in 1985, the department aims to have 38 native employees of 123 positions (31%) by 1990. Job descriptions are being reviewed and a tracking system is being established. In-service training and on-the-job training will be used, and training positions will be developed for officer-level entry positions. A video on finance careers was developed.

1986 Achievement: The department had 18 native employees on staff, four less than the target of 22. Throughout the year, the department had difficulty attracting new native employees. At best, it maintained its complement of native employees and increased it by one.

Financial Management Secretariat: Starting with no native employees of a staff of 19, the Secretariat aims to have two native employees of 20 positions by 1990. If suitable candidates can't be hired, native people will be trained through the In-Service Training program.

1986 Achievement: Working with a Junior Program Analyst trainee on a short-term basis provided experience in working with a trainee.

Government Services: Starting with 34 native employees of 231 total staff (15%) in 1985, the department hopes to have 126 native staff of 246 in total (51%) by 1990. In-Service Training will be used to train native employees; job descriptions will be reviewed; and career paths will be established for native employees in the regions.

1986 Achievement: The department had 46 native employees of 230 employees (20%) by mid-1986.

Health: Starting with three native employees of 67 total positions (4%), the department aims to have 42 native employees of 74 total positions (57%) by 1990. Training positions will be created, and native students will be sponsored for training in the health care field.

1986 Achievement: The department did not achieve its goals.

Justice & Public Services: Starting with four native employees of 134 total positions (3%) in 1985, the department aims to have 69 native employees of 142 total positions (49%) by 1990. Counselling services, departmental workshops and In-Service seminars will be developed for new staff. The In-Service Training Program will be used extensively.

1986 Achievement: Due to the technical, managerial or professional nature of many positions, few or no native applicants applied for many posted positions. Based on the 1986 experience, the objectives for 1987 will be redefined.

Legislative Assembly: Starting from five native employees of 16 in total (31%), the aim is to reach 68.8% native employment by 1990. In-Service Training positions and on-the-job training will be used.

1986 Achievement: As of 1986, there were six native employees of 16 total staff (37.5%).

Municipal & Community Affairs: Starting with 39 native employees of 163 positions (24%), the department aims to have 102 native employees of 181 positions (56%) by 1990. Emphasis will be placed on increasing development and training opportunities for community residents. A modular approach will be taken to training. The In-Service Training and On-the-Job Training programs will be used extensively.

NWT Housing Corporation: Starting with 12 native employees of 128 (9%) in 1985, the Corporation aims to have 94 native employees of 157 total positions (60%) in 1990. The In-Service Training Program will be used extensively.

1986 Achievement: The corporation has doubled the number of native employees on staff from 9 to 18.

Personnel: Starting with 20 native employees of 68 positions (29%) in 1985, the department aimed to have 40 native employees of 72 staff (56%) by 1990. Training will be done largely through the In-Service Training Program. Personnel policies and practices have been reviewed with a view to identifying and removing systemic barriers.

1986 Achievement: Some existing barriers in personnel policies and practices have been identified. A thorough review of all personnel practices and policies was done.

Public Works and Highways: Starting with 209 native employees of 588 total positions (36%), the department aims to have 293 native employees of 589 (50%) by 1990. The Apprenticeship program remains the main program for training entry-level Tradesmen staff. Native employment at the community level will be implemented through DPW's capital projects. Various upgrading and training programs will be supplemented by the In-Service Training Program.

1986 Achievement: The Department met the numerical total for 1986 although only six months was available for implementation.

Renewable Resources: Starting with 38 native employees of 141 total positions (27%) in 1985, the department aims to have 64 native employees of 152 total positions (42%). The In-Service Training Program, Educational Leave, On-the-Job Training and casual and summer employment combined with training funds will be used, and the department will continue to take advantage of the Renewable Resource Training Program.

1986 Achievement: Growth is expected as a result of program transfers from the federal government, and may have a major impact on native employment. Vacant jobs are being filled on a term basis with native trainees attached. Jobs in which on-the-job training is suitable will be targeted for affirmative action.

Social Services: Starting with 131 native employees of 345 total positions (38%), the department aims to have 240 native employees of 392 total positions (61%). The In-Service Training Program, On-the-Job Training, Northern Careers Training will be used and individual training plans will be developed. New entry-level positions have been created.

1986 Achievement: In developing its plan, the department under-estimated the amount of time needed for staff to acquire professional qualifications. Staff positions were reviewed and all systemic barriers which had been identified were removed. New entry-level positions for social services occupations were created.

Workers' Compensation Board: Starting with four native employees of 51 total positions (8%) in 1985, the WCB aims to have 32 native employees of 53 total positions (60%) by 1990. Individualized training programs will be developed through the In-Service Training Program.

1986 Achievement: Attempting to achieve the 1986 goals through the competition system proved unproductive.

III. THE 1987 PLANS

i. ASSESSMENT

Many of the department's 1987 plans were extensive and thoughtful and provided clear analysis of why targets were or were not achieved in 1986. Some departments exceeded their 1986 targets, while others did not. Most departments also proposed solutions to the problems which prevented them from achieving their 1986 goals.

Many departmental plans propose decreasing their original 1990 targets for increasing native employees, based on their first year of experience with affirmative action. This is not necessarily negative, but reflects that in trying to achieve goals, departments encountered problems which affected their assessment of what can be realistically achieved.

ii. GENERAL STRATEGIES

Various innovative departmental strategies have been proposed in most 1987 departmental plans. Other problems identified consistently in the departmental plans indicate that there is a need to take general measures across the Public Service. These include:

1. *Staffing:* In 1987, senior departmental officials should conduct periodic audits to ensure that affirmative action is being practised, or should require that reports be filed where a target group member was not hired for a targeted position.

2. *Classification:* Departments, in co-operation with the Department of Personnel, should conduct classification audits of positions targeted for affirmative action staffing.

3. *Retention:* While the GNWT hired 431 native people in 1986 (121 more than in 1985), we lost 161 native people. While the Directorate will review the retention problem in detail, some steps should be taken initially:

a) Department of Personnel: An expanded orientation for new employees should be developed. Exit interviews should be conducted with target group employees on a random selection basis.

b) All Departments: Departments should conduct specific departmental orientations to ensure that employees are aware of job site implications. Each target group employee should be aware of a contact point where problems can be discussed. Managers should carry out exit interviews with all target group employees leaving the public service.

c) Equal Employment Directorate: Directorate will provide support services and random interview of employees leaving the public service.

4. *Training:* Training should take place in the public service only if it leads to certification that is recognized and accepted. Training programs must be designed to lead, not just to employment, but with employee effort, to an extended career with government.

It is recommended that Departments look at innovative ways to develop trainees at less cost by:

a) making greater use of casual and summer employment to attract students graduating from Grade 12 or students currently enrolled in institutions who are taking programs relevant to departmental needs. (Departments also should assign a staff member to interview potential students before the end of the semester.)

b) reviewing common training needs and establishing in-house training programs to meet those needs, such as the Secretarial Arts program.

5. *Information and Promotion:* Promotion of the GNWT's goals and objectives will continue but with more emphasis on careers and the promotion of employment, requiring greater participation by departments.

In terms of career development, the Department of Personnel's human resource development group should play a lead role in establishing career paths within the GNWT which can be used by managers and employees. This will require considerable co-ordination and co-operation across departments.

Innovative recruitment is used to attract already-skilled people into the GNWT. A working committee composed of the Department of Personnel, other departments and the Directorate should be formed to develop strategies, co-ordinated by Personnel.

iii. HIGHLIGHTS OF 1987 DEPARTMENTAL ACTION PLANS

Major changes from 1986 include the following:

1. The Workers' Compensation Board plans to train people from funds controlled by the Board.

2. The Department of Public Works and Highways will be introducing management training sometime during the 1987 calendar year.

3. The NWT Housing Corporation board of directors has appointed a committee to review progress quarterly.

4. The Department of Justice and the Department of Finance are reviewing all of the job descriptions to ensure that no unnecessary barriers exist.

5. The Department of Economic Development and Tourism will fill an additional 28 training positions over the next three years.

iv. 1987 DEPARTMENTAL PLANS

The department's 1987 plans are outlined in detail in Appendix B of this report. Summarized, they are as follows:

Culture & Communications: The 1987 plan is to have native participation increased from 47% in 1986 to 55%, by hiring native people into entry and first level positions.

Economic Development & Tourism: For most of 1987, attention will be on the 1988 objectives because most of the 1987 objectives have been met. The Department is retaining its original goal of a 35% increase in native employment, to bring the Department's total to 57% by 1990.

Education: As of the fall of 1986, 342 of the 630 non-professional positions were filled by native employees. In 1986, the department increased the number of native employees by 22 of the 28 planned for the year.

Equal Employment Directorate: Training for the positions of Equal Employment Advisor and Statistical Programmer will commence this June. The goal is for 90% native employment by 1990 (12 of 13 positions).

Executive: As of the fall of 1986, 43 of 120 positions were filled by native employees; 1987 plans were for 50 native employees of 127.

Finance: Regional job descriptions were rewritten in 1986 to make sure qualifications were not artificially high. Entry-level positions and career paths were created. Eight training positions will be in place in 1987/88 and will continue until successful completion by trainees.

Financial Management Secretariat: A trainee was placed in the Junior Program Analyst position but left in the fall. The training program has been re-worked to provide well-defined goals and regular work evaluation, and a trainee with knowledge of how government works will be hired.

Government Services: As of December, 1986, 43 of the department's 212 positions were filled by native people. Permanent trainee positions may be established in the Systems and Computer Services Division. The department has had mixed success in filling vacancies with native employees.

Health: In 1986, the department had five native employees of 77 positions, up from three positions in 1985. The department is promoting health careers to high school students and young adults. The department currently is updating information regarding the number and type of health career opportunities and projected requirements to be expected, following the complete transfer of health services to the GNWT.

Justice & Public Services: The original plan called for increasing native employees from four in 1985 to 13, but this was not achieved, and Justice has revised its five-year goal to a 28% increase rather than a 49% increase. Job descriptions have been reviewed to remove systemic barriers. Positions in which skills may be learned on the job have been targeted for affirmative action and will be filled by native applicants or on a term basis with native trainee positions attached.

Legislative Assembly: Six of the Assembly's 16 positions were staffed by native employees as of December 1986, meeting the first year target. The five-year target has been decreased to 62.5% from 68.8% based on a review of the first year.

Municipal and Community Affairs: A wide variety of initiatives are underway to meet the department's target of 56% native employment (102 of 182 positions) by 1990 in the areas of training, education and career promotion. Students will be encouraged to consider careers, and ways to sponsor students in academic programs will be looked at. Positions targeted for affirmative action will be filled on a term basis related to the length of the training program and transferred to indeterminate status when filled by native people.

NWT Housing Corporation: The number of native employees doubled from nine to 18 between June 1985 and December 1986. The Corporation's Board of Directors has established a committee to review progress quarterly and report to the Board about achievements. Problem areas in 1986 included a delay in availability of funding; few applications from native northerners; and a lack of needed in-service trainee positions. New programs are being put in place to attract qualified native applicants.

Personnel: Departmental policies and procedures that impact on the recruitment of native employees were reviewed and modified by the end of the 1986/87 fiscal year. Cross-cultural training is being provided for current staff within two years and all new staff within a year of hiring. Resources for training will be provided through the In-Service Training Program.

Public Works & Highways: While the number of native employees increased by 14 (three more than expected in 1986/87), the percentage of native employees increased by only one per cent because of an increase in the Department's total person-years. A major review of job categories and rewriting of job descriptions is being carried out in conjunction with Personnel. The Department considers to actively encourage students to consider careers in Public Works.

Renewable Resources: Fluency in the local dialect is a prerequisite for the Assistant Renewable Resource Officer and regional support positions. Native graduates of the Renewable Resource Training Program are given preference in Renewable Resource Officer positions. Where minimal position qualifications are met, preference is given to native people. The In-Service Training Program, educational leave, on-the-job training and casual employment supplemented by training funds are being used to hire and train more native employees.

Social Services: In 1986, the Department reviewed all its staff positions and removed systemic barriers to native professional advancement. New entry-level positions were created for Social Workers, Child Care Workers and Correctional Officers. The Department was restructured to support field delivery of programs and services. Diploma programs are being developed for social services occupations through Arctic College. Education Leave, Short-term Education Leave, In-Service Training and On-the-Job Training Programs are being used extensively to develop and promote native people in the Department.

Workers' Compensation Board: Attempts to achieve the program's goals proved unproductive, and thus the Board has created a training program involving four trainees. Three vacancies in the entry-level category will be filled through this program. Native employees who perform well and demonstrate potential are promoted.

IV. STATUS REPORT ON AFFIRMATIVE ACTION, 1985-1987

After two years of operation, the Native Employment Policy and Affirmative Action has raised new issues and clarified problems which must be dealt with so that native people and northerners in general can compete successfully in the marketplace. Some of these problems can be dealt with from an employer's perspective; others can be dealt with only by the government and the total population, but impact conclusively on an employer's ability to employ or even to train.

The need for an over-all Human Resource Development Plan cannot be over-emphasized. Without such an over-all plan, Equal Employment will continue to experience stiff resistance to affirmative action. The public service currently feels that all Human Resource funding is directed to target groups; this attitude will not change until all employees feel they are part of a plan which takes their needs into consideration.

i. PUBLIC SERVICE PROBLEMS

Problems that directly affect employment within the Public Service are as follows:

Hiring/Staffing: Many anomalies and inconsistencies have appeared in the government's hiring system. For example, too much authority seems to be held by the manager who has responsibility for recruitment in his or her section. Senior managers must establish a process for monitoring recruitment to ensure that current policies are being followed.

Training: Each employee should have a personal development plan that includes training approved by that individual's manager, the department's senior management and the Human Resource Planning group of the Department of Personnel. A public service human resource plan must be developed and implemented as quickly as possible. Such a plan would allow Education, Personnel, the Directorate and other departments to channel their efforts effectively.

Promotion: In retrospect, the decision to eliminate direct appointments has not been profitable. This government will soon graduate students who should be offered employment. As well, there are people who should be promoted without going through competition.

Retention: While the GNWT recruited 431 people in 1986, 121 more than had been recruited in 1985, 161 native people quit or were dismissed. That represents a loss of more than one out of every four who are recruited. Immediate measures are needed to determine why we are losing people. Exit interviews done by departments with departing employees and random exit interviews by the Directorate and Department of Personnel should provide baseline information for correcting the problem.

Mobility/Retention: Most native people live in communities created to accommodate either the churches or the fur trade. Unfortunately, recent economic growth has not occurred in these areas, so the labour supply usually is located far away from demand. A process which encourages and supports relocation must be developed; without such a program, affirmative action leading to representation by population will be frustrated.

Housing: Housing continues to be a major stumbling block to employment of native people. Some way to attract further private construction of apartment housing in the communities where employment opportunities exist must be found.

ii. EDUCATION AND THE EMPLOYER

Employers in the Northwest Territories, including the Government of the NWT, can provide skill training to employees who have completed an educational or training program which meets clear specific quality standards. Employers' training programs are based on starting at a certain educational level. Employers do not expect to have to upgrade an employee to the level indicated by their educational level before beginning training.

Access by employers to a clearly established educational upbringing mechanism or system may make the difference between hiring or not hiring an employee. If an employee does not hold the educational qualifications he or she appears to hold, he or she may represent a far greater investment in training than the employer had planned to make.

While changes were made to the educational system following the report of the Legislative Assembly's Special Committee on Education, many employers still find that they must provide basic educational upgrading for many employees before they can begin training those employees for a job. (This is a problem in other parts of Canada and the United States, as well. Some U.S. high schools now issue a "warranty" with their graduating students: if the student is not competent at the levels of their academic record, the high school will take back the student and complete their education at the high school's cost.)

In the first year of the affirmative action plan, we found that many potential native employees do not meet the most basic requirements for either hiring or training within the public service. This is a problem which must be resolved by government, not by the employers, if we are to create meaningful employment for northern native people.

Employers need access to the system of basic education and skill training within the Government of the NWT's Department of Education. If the system meets employers' requirements, and is accessible, employers will in many cases be willing to purchase seats in that training system and invest their money in training graduates of NWT schools.

The key to all training programs is quality. Training programs must provide certification which indicates that students have reached a certain common level of competence in that program, and this certification must be transferable so that students can move into further education. It is difficult or even impossible to develop career paths for employees unless certification is transferable.

Educational institutions can take an holistic approach to career development, looking at the student's needs, wishes and abilities and ensuring that the student enrolls in a program which meets those needs. Employers, however, look at career development only as it meets their own needs for employees who are skilled in specific areas. It is not an employer's responsibility to develop the employee's career to meet the employee's needs or wishes.

If educational and training programs provided for NWT residents through the NWT educational system meet basic quality standards and respond to direct employer needs, then it will be much easier to guarantee that trained graduates will have jobs. But this requires both quality and standards in education and training, and a clear correspondence between training programs and employer needs.

iii. DEPARTMENTAL ISSUES

There are two basic problems which continue to affect achievement of affirmative action within the public service. Managers often refuse to take responsibility for affirmative action and see it as an imposition from above rather than as a mandate to build the public service. And various employees oppose the use of affirmative action and, although it is not often openly opposed, it frequently suffers subtle resistance.

These comments do not take away from the members of the public service who have tried to achieve the objectives set out in their action plans. Public Works and Highways, for example, showed initiative in developing two programs that can lead to improved employment opportunities for targeted persons.

However, the reports submitted clearly indicate that there are problem areas within the public service. The Department of Health has done little to fulfill its affirmative action responsibilities, and will not include hospitals in their plan, although hospitals represent one of the genuinely decentralized areas of native hire. Last year, Renewable Resources was unable to increase its native hire at all. Now it has responsibility for Forestry, which native people consider a prime source of employment.

Devolution, and increases in departmental size, will weigh heavily on our ability to reach the target figure of 52 per cent. In fact, it is concluded that the administration will never be able to reach that figure.

iv. RECOMMENDATIONS

1. The Executive Council should clearly indicate senior management responsibility for affirmative action and should allow only limited delegation.

2. The Department of Health should be required to include hospitals and nursing stations in its action plans.

3. Any department affected by devolution should be required to prepare an affirmative action plan and include the necessary resources to achieve that goal.

4. The Department of Personnel should begin immediately to develop a human resource plan for this administration.

5. Upgrading programs currently provided at the community level must be able to bring community residents to the maximum possible level of achievement in that area, whether it is Grade 10 or Grade 12.

6. A college and university preparatory school should be established in Yellowknife, with the aim of developing high school graduates and adults to a level which would allow them to be employed, taken on for further training by an employer, or enroll in professional educational or training courses at the college or university level. For example, students who had graduated from the basic clerk/typist training program in their community could enroll in this institute for a secretarial arts program which would train them to a level of competence in the secretarial arts.

7. The generic skill training system should be a co-ordinated effort between employers and agencies which provide that sort of training. Consultation with employers is needed to ensure that the training programs which are provided meet employers' needs for trained staff.

8. Limited authority for direct appointment should be instituted to permit the promotion of deserving employees without staffing action.

APPENDIX A: DEPARTMENTAL PLANS, ACHIEVEMENTS 1986-1987

Culture and Communications

This Department includes the Language Bureau; the Cultural Affairs Section; the Prince of Wales Northern Heritage Centre; the Library Services Division; Toponymic Research Officer; and the Government's Information Distribution System (Publications). The Department is responsible for the production of the Annual Report of the Government of the NWT and for publications produced by other departments.

1986 Plan: Starting with 26 native employees of 84 (31%) in 1985, the department aims to have 66 native employees of 114 positions (58%) by 1990. Native people will be recruited and trained as vacancies occur and for newly-created positions. On-the-job training, combined with courses and academic training, will be used extensively. On-the-job training and the Career Development Program will be used to train an Athapaskan linguist. Lower-level positions will be used as manager trainee positions. Within Library Services, trainees will work as Library Technician Trainees before leaving to attend a certified training program. Each trainee who completes the program will then become a trainer for future Library Technicians.

1986 Achievement: The Department is on track and slightly ahead of projections for native employment. As of December, 1986, native participation was 47%, slightly ahead of the goal of 45%. Native participation took place at more senior levels than originally planned and the overall departmental achievement was at a more senior level.

1987 Plan: The 1987 plan is to have native participation increased from the 1986 level of 47% to 55%, by hiring native people into entry and first level positions. A higher occupancy level for Language Bureau positions is projected, which also will contribute to use of internal training programs which are partly directed at preparing native staff to take advantage of promotional opportunities.

Economic Development and Tourism

This department has responsibilities in encouraging, supporting and directing economic development in the Northwest Territories. It operates business development programs which assist small businesses in funding, expertise and assistance programs; administers special loan funds and funding agreements; supports tourism through co-ordinated strategies and co-operative marketing; and administers territorial parks.

1986 Plan: Starting with 27 employees of 120 total positions (23%) in 1985, the department aims to have 71 native employees of 122 total positions (58%) in 1990. Entry-level officer positions such as AEDO's and RTO's will be an area of major concentration for native recruitment. On-the-Job training, institutional training and Northern Careers will be used; targeted positions generally will be staffed on

a term basis with in-service trainees attached. All secretarial/administrative positions will be staffed through direct recruitment. Special attention will be paid to promoting qualified native employees into targeted positions where possible; reviews will be done a year before the target date and upgrading will be provided if needed by the targeted employee. Positions vacated by a native person who has been promoted will be filled with a native person.

1986 Achievement: A net increase of six native positions was projected in 1986 over 1985. However, only one increase occurred, leaving a shortfall of five positions originally targeted on a "subject-to-vacancy" basis which did not become vacant. Rather than increasing to 130 from 120, the total filled positions remained at 120 because managers chose to start native trainee programs rather than hiring directly. Sixteen trainees were hired instead of the 12 originally projected.

1987 Plan: For most of 1987, attention will be on the 1988 objectives because most of the 1987 objectives have been met. The Department is retaining its original goal of a 35% increase in native employment, to bring the Department's total to 57% by 1990.

Education

This department is responsible for providing residents of the Northwest Territories with elementary, secondary and advanced education programs; special needs education and special services; student assistance programs, apprenticeship training and employment programs, production of learning materials; and the construction and operation of schools. The department is responsible for developing training programs for all employees of the Government of the NWT. It has a dual role in being responsible for educating and upgrading the population as a whole as well as being responsible as an employer for hiring, training and promoting native people.

1986 Plan: Starting with 523 native employees of 1,401 total positions (37%) in 1985, the department aims to have 701 native employees of 1,455 total positions in 1990. In-Service training, In-Service apprenticeship, educational leave and the Teacher Education Program will continue to be used for training. Educational and short-term leave will be used to help prepare native employees for promotion.

1986 Achievement: In 1986, the department increased the number of native employees by 22 of the 28 planned for the year. As of September 1986, 342 of the department's 630 non-professional positions were filled by native employees, 84 of the 767 teacher/principal positions were filled by native employees, and 126 of the 141 trainee/apprenticeship positions were filled by native people. Thus, 54% of the department's non-professional positions are filled by native people while 35% of the total positions are filled by native people.

1987 Plan: Specific positions have been targeted for the hiring of qualified native employees. The department will be developing a human resource plan for all employees. Promotional opportunities are being identified and new management training positions are being developed so that native employees are aware of and qualified for advancement opportunities. With the development of a field-based teacher education program and credited principal training program to be delivered in the NWT, there will be more native teachers and more native teachers may become principals and vice-principals.

Equal Employment Directorate

1987 Plan: Training for the positions of Equal Employment Advisor and Statistical Programmer will commence this June. The goal is for 90% native employment by 1990 (12 of 13 positions). Actual achievement in 1986 was 10 of 12 positions, or 80%.

Executive

The Executive includes: Executive Council, Administration, Regional Operations, the Bureau of Statistics, Audit Bureau, Women's Secretariat, Priorities and Planning Secretariat, Energy Mines and Resources Secretariat, Aboriginal Rights and Constitutional Development Secretariat, and the five Regional offices — Baffin, Inuvik, Kitikmeot, Fort Smith and Keewatin.

1986 Plan: Starting from 37 native employees of 121 total positions (31%), the aim is to have 70 native employees of 126 total (56%) by 1990. Training will be done through In-Service Training Program and Northern Careers Program.

1986 Achievement: As of 1986, there were 43 native employees on staff of a total of 120 (36%). A number of the highly technical offices within this department have had difficulty attracting native applicants for specialized positions and are developing alternative strategies including the development of new positions and modular training programs.

1987 Plan: As of the fall of 1986, 43 of 120 positions were filled by native employees; 1987 plans were for 50 native employees of 127. Training programs such as the Management Development Training and the On-the-Job Training Programs are being used extensively in the regions to train native employees to take on more senior positions. Some positions have been filled on a term basis with the aim of training a native northerner to fill the job on a permanent basis. Graduates of the Management Development Training program are being monitored for possible promotion to management positions.

Finance

The department provides direction in financial management and basic financial services in support of government operation. It is responsible for preparing financial management information, proper control and reporting of government expenditures, collection and reporting of all revenues, and managing the government revenue fund. The Department provides research, analysis and recommendations on the fiscal and economic policies of the government or taxation, on intergovernment fiscal arrangements, and for developing multi-year financial frameworks.

1986 Plan: Starting with 17 native employees of 112 positions (15%) in 1985, the department aims to have 38 native employees of 123 positions (31%) by 1990. Job descriptions are being reviewed and a tracking system is being established. In-service training and on-the-job training will be used, and training positions will be developed for officer-level entry positions. A video on finance careers was developed.

1986 Achievement: The department had 18 native employees on staff, four less than the target of 22. Throughout the year, the department had difficulty attracting new native employees. At best, it maintained its complement of native employees and increased it by one. Goals were set regionally and at headquarters, and while some were not achieved, others were met and one was surpassed.

1987 Plan: Regional job descriptions were rewritten in 1986 to make sure qualifications were not artificially high. Entry-level positions and career paths were created. Officer trainee positions have been established or are being established in all regional offices. Eight training positions will be in place in 1987/88 and will continue until successful completion by trainees. A video production on careers in finance has been prepared and is being distributed to high school students. Work will be done with Thebacha College to develop a certificate program in conjunction with the Business Administration Program.

Financial Management Secretariat

This agency provides financial management information and advice to the Executive and senior levels of government. The Secretariat develops the government's five-year operational plan and yearly territorial budget.

1986 Plan: Starting with no native employees of a staff of 19, the Secretariat aims to have two native employees of 20 positions by 1990. If suitable candidates can't be hired, native people will be trained through the In-Service Training program.

1986 Achievement: Working with a Junior Program Analyst trainee on a short-term basis provided experience in working with a trainee. A trainee was placed in the Junior Program Analyst position but left in the fall.

1987 Plan: The training program has been re-worked to provide well-defined goals and regular work evaluation, and the aim will be to hire a trainee who already possesses some knowledge of how government works. If no suitable candidates are recruited through normal recruitment channels, two In-Service Training positions will be required and native people will be trained to fill these jobs.

Government Services

The department includes Finance, Office Services, Systems and Computers Services, Supply Services, Motor Vehicles, Petroleum Products, and the NWT Liquor Commission. Departmental responsibilities include purchasing goods and supplies for other departments; government communications and mail systems; acquisition and delivery of all computer equipment and services; issuing all driver licences and vehicle registrations; distributing petroleum products to communities without commercial distributors; purchasing, distributing and selling alcoholic beverages through liquor stores and agencies; and emergency measures services.

1986 Plan: Starting with 34 native employees of 231 total staff (15%) in 1985, the department hopes to have 126 native staff of 246 in total (51%) by 1990. In-Service Training will be used to train native employees; job descriptions will be reviewed; and career paths will be established for native employees in the regions.

1986 Achievement: In March 1986, 46 of the 230 employees were native employees; in December 1986, 43 of the 212 employees were native employees. The department has had mixed success in filling vacancies with native employees. Few native applicants have entered competitions for positions which require a professional or technical background.

1987 Plan: As of December, 1986, 43 of the department's 212 positions were filled by native people. Permanent trainee positions may be established in the Systems and Computer Services Division. The department has had mixed success in filling vacancies with native employees.

Health

The department provides, develops and enhances health services in the NWT in conjunction with Health and Welfare Canada. It administers the medical care and hospital insurance plans for NWT residents, as well as extended medical benefits, the pharmacare program, the co-ordinated home care program and programs covering extended, chronic and nursing home care. Other responsibilities include medical transportation, health promotion, physician recruitment, family life education and the collection of health statistics.

1986 Plan: Starting with three native employees of 67 total positions (4%), the department aims to have 42 native employees of 74 total positions (57%) by 1990. Training positions will be created, and native students will be sponsored for training in the health care field.

1986 Achievement: In 1986, the department had five native employees of 77 positions, up from three positions in 1985.

1987 Plan: The department is promoting health careers to high school students and young adults. The second phase of the NWT Registered Nurses Association promotion of nursing careers is taking place. The department currently is updating information regarding the number and type of health career opportunities and projected requirements to be expected, following the complete transfer of health services to the GNWT. However, the department does not see itself as a trainer in the health field.

Justice and Public Services

The department provides over-all guidance and direction to ensure that statutory obligations are met; provides legal services and advice to all departments, secretariats, several boards and the NWT Housing Corporation; drafts all territorial legislation; provides administrative and technical support to the courts; carries out the function of public trustee; maintains a land registry and legal registries; provides legal aid services to eligible NWT residents; provides consumer, labour and safety services in the area of fire safety, occupational health and safety, mechanical and electrical safety; and provides mining inspection services.

1986 Plan: Starting with four native employees of 134 total positions (3%) in 1985, the department aims to have 69 native employees of 142 total positions (49%) by 1990. Counselling services, departmental workshops and In-Service seminars will be developed for new staff. The In-Service Training Program will be used extensively.

1986 Achievement: Due to the technical, managerial or professional nature of many positions, few or no native applicants applied for many posted positions. Based on the 1986 experience, the objectives for 1987 will be redefined.

1987 Plan: The original plan has been revised so that the five-year goal is an increase of 28% rather than 49%. Job descriptions have been reviewed to remove systemic barriers. Positions in which skills may be learned on the job have been targeted for affirmative action and will be filled by native applicants or on a term basis with native trainee positions attached. Training programs are being developed for legal secretaries and legal researchers and native employees are being prepared for enrollment in the Native Law Centre.

Legislative Assembly

The Legislative Assembly offices are responsible for serving the elected Members of the Legislative Assembly; for ensuring the smooth and efficient functioning of the Assembly during sessions of the Legislature; for facilitating the operation of Standing and Special Committees of the Legislature; for administering the Members' retiring allowances; and for ensuring the public is kept informed of the activities of the Legislative Assembly as required.

1986 Plan: Starting from five native employees of 16 in total (31%), the aim is to reach 68.8% native employment by 1990. In-Service Training positions and on-the-job training will be used.

1986 Achievement: Six of the Assembly's 16 positions were staffed by native employees as of December 1986, meeting the first year target. The five-year target has been decreased to 62.5% from 68.8% based on a review of the first year.

1987 Plan: Qualified native staff will be hired as positions become available through staff turnover. In-Service Training positions will be used to increase native representation at the supervisory and administrative levels.

Municipal and Community Affairs

The department is highly decentralized, with more than 50% of its positions allocated to the five administrative regions. The department is responsible for community planning and development, municipal affairs, sport and recreation programs, community airports and for development policy and legislation on municipal and community matters.

1986 Plan: Starting with 39 native employees of 163 positions (24%), the department aims to have 102 native employees of 181 positions (56%) by 1990. Emphasis will be placed on increasing development and training opportunities for community residents. A modular approach will be taken to training. The In-Service Training and On-the-Job Training programs will be used extensively.

1987 Plan: A wide variety of initiatives are underway to meet the department's target of 56% native employment (102 of 182 positions) by 1990 in the areas of training, education and career promotion. Students will be encouraged to consider careers, and ways to sponsor students in academic programs will be looked at. Positions targeted for affirmative action will be filled on a term basis related to the length of the training program and transferred to indeterminate status when filled by native people.

NWT Housing Corporation

The Corporation is responsible for providing and maintaining social housing and encouraging private housing in NWT communities. The Corporation includes seven Divisions and six District Offices, which deliver programs to local communities through 41 Housing Associations and four Housing Authorities.

1986 Plan: Starting with 12 native employees of 128 (9%) in 1985, the Corporation aims to have 94 native employees of 157 total positions (60%) in 1990. The In-Service Training Program will be used extensively.

1986 Achievement: The number of native employees doubled from nine to 18 between June 1985 and December 1986.

1987 Plan: The Corporation's Board of Directors has established a committee to review progress quarterly and report to the Board about achievements. Problem areas in 1986 included a delay in availability of funding; few applications from native northerners; and a lack of needed in-service trainee positions. New programs are being put in place to attract qualified native applicants, including a community awareness program, close working relationship with community and regional employment and training workers, active participation in career shows and development of a long-term career awareness program involving community and school visits. Several headquarters positions have been identified as trainee positions and will be staffed as soon as the Department of Education can provide positions.

Personnel

The department plans and co-ordinates personnel management within the GNWT. The Personnel Services Division delivers recruitment and job evaluation services to departments and agencies and implements the Native Employment Policy. The Staff Relations division provides guidance to the GNWT on collective agreements and other legislation that impacts on employees. The Human Resources Division is responsible for establishing a skilled, stable and productive workforce. The Finance and Administration Division provides financial, administrative and information services to the department.

1986 Plan: Starting with 20 native employees of 68 positions (29%) in 1985, the department aimed to have 40 native employees of 72 staff (56%) by 1990. Training will be done largely through the In-Service Training Program. Personnel policies and practices have been reviewed with a view to identifying and removing systemic barriers.

1986 Achievement: Some existing barriers in personnel policies and practices have been identified. A thorough review of all personnel practices and policies was done.

1987 Plan: Departmental policies and procedures that impact on the recruitment of native employees were reviewed and modified by the end of the 1986/87 fiscal year. Cross-cultural training is being provided for current staff within two years and all new staff within a year of hiring. Resources for training will be provided through the In-Service Training Program.

Public Works and Highways

The department is responsible for design, construction, acquisitions, maintenance and operation of buildings, works and equipment required by other GNWT departments in delivering their programs and services; for delivering highway and ferry programs; and for providing a property management service to the GNWT. It is primarily a service department to other GNWT departments and agencies.

1986 Plan: Starting with 209 native employees of 588 total positions (36%), the department aims to have 293 native employees of 589 (50%) by 1990. The Apprenticeship program remains the main program for training entry-level Tradesmen staff. Native employment at the community level will be implemented through DPW's capital projects. Various upgrading and training programs will be supplemented by the In-Service Training Program.

1986 Achievement: While the number of native employees increased by 14 (three more than expected in 1986/87), the percentage of native employees increased by only one per cent because of an increase in the Department's total person-years.

1987 Plan: A major review of job categories and rewriting of job descriptions is being carried out in conjunction with Personnel. The Department continues to actively encourage students to consider careers in Public Works, and the major effort is being put into training native applicants to compete successfully on positions based on their skills and qualifications. Training programs are being implemented in the following areas: Trades Supervisory Training, In-Service Training, and the Engineering Access Program upgrading program. The lack of the ability to make direct appointments to more senior positions for qualified native employees may hamper the department's ability to meet equal employment targets.

Renewable Resources

The department is responsible for managing wildlife through sound conservation techniques, in consultation with hunters and trappers; developing the renewable resource economy and promoting an understanding of conservation; environmental planning and assessment, including land use planning in co-operation with native groups and the federal government; and pollution control prevention, monitoring and enforcement.

1986 Plan: Starting with 38 native employees of 141 total positions (27%) in 1985, the department aims to have 64 native employees of 152 total positions (42%). The In-Service Training Program, Educational Leave, On-the-Job Training and casual and summer employment combined with training funds will be used, and the department will continue to take advantage of the Renewable Resource Training Program.

1986 Achievement: Growth is expected as a result of program transfers from the federal government, and may have a major impact on native employment. Vacant jobs are being filled on a term basis with native trainees attached. Jobs in which on-the-job training is suitable will be targeted for affirmative action.

1987 Plan: Fluency in the local dialect is a prerequisite for the Assistant Renewable Resource Officer and regional support positions. Native graduates of the Renewable Resource Training Program are given preference in Renewable Resource Officer positions. Where minimal position qualifications are met, preference is given to native people. The In-Service Training Program, educational leave, on-the-job training and casual employment supplemented by training funds are being used to hire and train more native employees.

Social Services

The department provides social services in the area of family and children's services, services for the aged and handicapped and financial assistance services and operates the corrections and alcohol and drug programs.

1986 Plan: Starting with 131 native employees of 345 total positions (38%), the department aims to have 240 native employees of 392 total positions (61%). The In-Service Training Program, On-the-Job Training, Northern Careers Training will be used and individual training plans will be developed. New entry-level positions have been created.

1986 Achievement: In developing its plan, the department underestimated the amount of time needed for staff to acquire professional qualifications. Staff positions were reviewed and all systemic barriers which had been identified were removed. New entry-level positions for social services occupations were created.

1987 Plan: In 1986, the Department reviewed all its staff positions and removed systemic barriers to native professional advancement. New entry-level positions were created for Social Workers, Child Care Workers and Correctional Officers. The Department was restructured to support field delivery of programs and services. Diploma programs are being developed for social services occupations through Arctic College. Education Leave, Short-term Education Leave, In-Service Training and On-the-Job Training Programs are being used extensively to develop and promote native people in the Department. Several comprehensive training courses for staff have been delivered, and acting assignments are being created at junior and managerial levels.

Workers' Compensation Board

The WCB is responsible for compensating workers for wage loss due to disability arising from accidents occurring during employment. Protection is extended to all accidents arising from employment rather than just those caused by employer negligence. The WCB adjudicates claims rather than the courts, and makes employers' liability collective rather than individual.

1986 Plan: Starting with four native employees of 51 total positions (8%) in 1985, the WCB aims to have 32 native employees of 53 total positions (60%) by 1990. Individualized training programs will be developed through the In-Service Training Program.

1986 Achievement: Attempting to achieve the 1986 goals through the competition system proved unproductive. Of a total of 248 applications for 12 positions advertised by competition, only 14 were from native candidates. Only five of the 14 were qualified and none decided to work for WCB.

1987 Plan: Attempts to achieve the program's goals through competition proved unproductive, and thus the Board has created a training program involving four trainees. Three vacancies in the entry-level category will be filled through this program. Native employees who perform well and demonstrate potential are promoted.

TABLE 1
NORTHWEST TERRITORIES PUBLIC SERVICE

DEPARTMENT	ACTUAL (DEC 85)			PLAN 86			ACTUAL (DEC 86)			1987 - 1988						1988 - 1989						1989 - 1990						CHANGE FROM 1985 TO 1990	
	TOTAL # OF POSIT	NATIVES #	NATIVES %	TOTAL # OF POSIT	NATIVES #	NATIVES %	TOTAL # OF POSIT	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT	NATIVES #	NATIVES %	#	%
EXECUTIVE	121	37	31%	123	45	37%	123	44	36%	2	7		122	51	42%		10	1	126	62	49%		4	1	126	67	53%	30	23%
LEGISLATIVE ASSEMBLY	16	5	31%	16	6	38%	16	6	38%		1		16	7	44%		1		16	8	50%		1		16	9	56%	4	25%
FINANCIAL MANAGEMENT SECRETARIAT	19	0	0%	20	1	5%	20	0	0%		2		20	2	10%				20	2	10%				20	2	10%	2	10%
PERSONNEL	68	20	29%	71	25	35%	79	26	33%	2	5	1	80	32	40%	3	15	1	80	48	60%	3	5		80	55	69%	35	39%
FINANCE	112	17	15%	123	22	18%	123	18	15%	8	6		126	24	19%	1	5		126	29	23%		5		126	34	27%	17	12%
GOVERNMENT SERVICES	231	34	15%	241	47	20%	249	43	17%	8	21		264	64	24%		27		264	91	34%		31		264	122	46%	88	31%
CULTURE & COMMUNICATIONS	84	26	31%	110	50	45%	94	44	47%		27	3	135	74	55%		3	1	138	78	57%		3	1	139	82	59%	56	28%
EQUAL EMPLOYMENT DIRECTORATE	10	9	90%	10	9	90%	10	7	70%	2	2		12	9	75%				12	9	75%		1		12	10	83%	1	-7%
LOCAL GOVERNMENT	163	39	24%	173	52	30%	165	37	22%	3	10		176	47	27%	1	14		182	61	34%		12		182	73	40%	34	16%
PUBLIC WORKS & HIGHWAYS	588	209	36%	588	220	37%	600	223	37%		20		609	243	40%		28		609	271	44%		25		610	296	49%	87	13%
SOCIAL SERVICES	345	131	38%	361	150	42%	382	142	37%	24	20		396	162	41%	20	27		408	189	46%	19	32		419	221	53%	90	15%
RENEWABLE RESOURCES	141	38	27%	148	45	30%	153	40	26%	8	2		154	42	27%	8	3		155	45	29%	1	8		153	53	35%	15	8%
ECONOMIC DEVELOPMENT & TOURISM	120	27	23%	130	33	25%	120	28	23%	14	6		121	34	28%	11	14		123	48	39%		23		124	71	57%	44	35%
EDUCATION	555	302	54%	574	324	56%	661	342	52%	6	9		645	351	54%	5	7		651	358	55%	7	5	2	659	365	55%	63	1%
EDUCATION (Teach. Train. & App.)	846	221	26%	845	244	29%	908	210	23%		15		959	225	23%		16		958	241	25%		25		957	266	28%	45	2%
JUSTICE	134	4	3%	142	17	12%	139	6	4%	6	10	2	144	18	13%	1	13		144	31	22%	1	11		144	42	29%	38	26%
WORKERS' COMPENSATION BOARD	52	2	4%	50	9	18%	51	2	4%	1	4		49	6	12%		4	1	51	11	22%		10	2	51	23	45%	21	41%
HEALTH	67	3	4%	69	12	17%	77	6	8%	2	6	4	70	16	23%		7	1	71	24	34%		11	1	74	36	49%	33	44%
N.W.T. HOUSING CORPORATION	128	12	9%	156	60	38%	137	18	13%	20	24		149	42	28%	10	10		150	52	35%	10	5	5	150	62	41%	50	32%
N.W.T. PUBLIC SERVICE TOTAL :	3800	1136	30%	3950	1371	35%	4107	1242	30%	106	197	10	4247	1449	34%	60	204	5	4284	1658	39%	41	217	12	4306	1889	44%	753	14%

TABLE A
DEPARTMENT OF THE EXECUTIVE

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988							1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	AU	I	2	0	0%	2	0	0%		1			1	2	1	50%	2	1	50%	1	50%
AS	AU	II	1	0	0%	1	0	0%					2	1	0	0%	2	0	0%	0	0%
AS	AU	III	3	0	0%	3	0	0%					3	2	0	0%	2	1	50%	1	50%
AS	AU	IV	7	0	0%	7	0	0%					4	7	0	0%	7	1	14%	1	14%
AS	AU	V	2	0	0%	2	0	0%						2	0	0%	2	0	0%	0	0%
AS	AU	VI	3	0	0%	3	0	0%						3	0	0%	3	0	0%	0	0%
AS	XS	I	2	0	0%	2	0	0%						2	0	0%	2	0	0%	0	0%
AS	XS	II	7	2	29%	7	2	29%		1			6	7	3	43%	7	4	57%	2	29%
AS	XS	III	1	0	0%	1	0	0%						1	0	0%	1	1	100%	1	100%
AS	AF	I	1	0	0%	1	0	0%						1	0	0%	1	1	100%	1	100%
AS	CK	II	6	2	33%	6	2	33%		1				6	3	50%	6	4	67%	2	33%
AS	CK	IV	14	10	71%	14	12	86%						14	12	86%	14	12	86%	2	14%
AS	GA	I	14	11	79%	14	11	79%						14	11	79%	14	12	86%	1	7%
AS	GA	II	1	1	100%	1	0	0%						1	0	0%	1	1	100%	0	0%
AS	GA	III	4	1	25%	4	1	25%	1					4	1	25%	4	3	75%	2	50%
AS	PA	I	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	PE	III	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	PE	IV	2	0	0%	2	0	0%		1			14	2	1	50%	2	2	100%	2	100%
AS	ST	I	3	2	67%	4	3	75%		1			13	4	4	100%	6	5	83%	3	17%
AS	ST	II	6	2	33%	6	4	67%		1			9	6	5	83%	6	5	83%	3	50%
AS	ST	III	1	1	100%	1	1	100%						1	1	100%	1	1	100%	0	0%
AS	ST	IV	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	ST	V	1	1	100%	1	1	100%						1	1	100%	1	1	100%	0	0%
PD	IF	II	1	0	0%	0	0	NA						0	0	NA	0	0	NA	0	NA
Hay plan			36	4	11%	38	7	18%	1	1				38	8	21%	39	12	31%	8	20%
DEPARTMENT TOTAL			121	37	31%	123	44	36%	2	7	0			122	51	42%	126	67	53%	30	23%

TABLE B
DEPARTMENT OF THE EXECUTIVE

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY	GROUP	LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
AS	AU	I	2	0	0%	2	1	50%	2	0	0%		1		2	1	50%				2	1	50%				2	1	50%
AS	AU	II	1	0	0%	1	0	0%	1	0	0%				1	0	0%				2	0	0%				2	0	0%
AS	AU	III	3	0	0%	3	0	0%	3	0	0%				2	0	0%			1	2	1	50%				2	1	50%
AS	AU	IV	7	0	0%	7	0	0%	7	0	0%				7	0	0%				7	0	0%			1	7	1	14%
AS	AU	V	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%				2	0	0%
AS	AU	VI	3	0	0%	3	0	0%	3	0	0%				3	0	0%				3	0	0%				3	0	0%
AS	XS	I	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%				2	0	0%
AS	XS	II	7	2	29%	7	2	29%	7	2	29%		1		7	3	43%		1		7	4	57%				7	4	57%
AS	XS	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%		1		1	1	100%				1	1	100%
AS	AF	I	1	0	0%	1	0	0%	1	0	0%				1	0	0%		1		1	1	100%				1	1	100%
AS	CK	II	6	2	33%	6	2	33%	6	2	33%		1		6	3	50%		1		6	4	67%				6	4	67%
AS	CK	IV	14	10	71%	14	12	86%	14	12	86%				14	12	86%				14	12	86%				14	12	86%
AS	GA	I	14	11	79%	14	11	79%	14	11	79%				14	11	79%				14	11	79%		1		14	12	86%
AS	GA	II	1	1	100%	1	0	0%	1	0	0%				1	0	0%		1		1	1	100%				1	1	100%
AS	GA	III	4	1	25%	4	1	25%	4	1	25%	1			4	1	25%		1		4	2	50%		1		4	3	75%
AS	PA	I	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	PE	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	PE	IV	2	0	0%	2	0	0%	2	0	0%		1		2	1	50%				2	1	50%		1		2	2	100%
AS	ST	I	3	2	67%	4	3	75%	4	3	75%		1		4	4	100%		1		6	5	83%				6	5	83%
AS	ST	II	6	2	33%	6	4	67%	6	4	67%		1		6	5	83%				6	5	83%				6	5	83%
AS	ST	III	1	1	100%	1	1	100%	1	1	100%				1	1	100%				1	1	100%				1	1	100%
AS	ST	IV	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	ST	V	1	1	100%	1	1	100%	1	1	100%				1	1	100%				1	1	100%				1	1	100%
PD	IF	II	1	0	0%	0	0	NA	0	0	NA				0	0	NA				0	0	NA				0	0	NA
Hay plan			36	4	11%	38	7	18%	38	7	18%	1	1		38	8	21%		3		39	11	28%		1		39	12	31%
DEPARTMENT TOTAL			121	37	31%	123	45	37%	123	44	36%	2	7	0	122	51	42%	0	10	1	126	62	49%	0	4	1	126	67	53%

TABLE A
LEGISLATIVE ASSEMBLY

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988							1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	XS	III	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	AF	IV	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	CK	II	1	0	0%	1	0	0%						1	0	0%	1	1	100%	1	100%
AS	CK	III	1	0	0%	1	1	100%						1	1	100%	1	1	100%	1	100%
AS	GA	I	1	0	0%	1	0	0%						1	0	0%	1	1	100%	1	100%
AS	GA	IV	1	1	100%	1	1	100%						1	1	100%	1	1	100%	0	0%
AS	PE	I	2	2	100%	2	1	50%						2	1	50%	2	1	50%	-1	-50%
AS	PE	II	2	0	0%	2	0	0%						2	0	0%	2	0	0%	0	0%
AS	ST	I	1	0	0%	1	1	100%						1	1	100%	1	1	100%	1	100%
AS	ST	III	3	2	67%	3	2	67%						3	2	67%	3	2	67%	0	0%
PD	IF	III	1	0	0%	1	0	0%		1		Hiring S.T.V. or I.S.T.P./1 yr.		1	1	100%	1	1	100%	1	100%
Hay plan			1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
DEPARTMENT TOTAL :			16	5	31%	16	6	38%	0	1	0			16	7	44%	16	9	56%	4	25%

TABLE B
LEGISLATIVE ASSEMBLY

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
AS	XS	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	AF	IV	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	CK	II	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%		1		1	1	100%
AS	CK	III	1	0	0%	1	0	0%	1	1	100%				1	1	100%				1	1	100%				1	1	100%
AS	GA	I	1	0	0%	1	0	0%	1	0	0%				1	0	0%		1		1	1	100%				1	1	100%
AS	GA	IV	1	1	100%	1	1	100%	1	1	100%				1	1	100%				1	1	100%				1	1	100%
AS	PE	I	2	2	100%	2	2	100%	2	1	50%				2	1	50%				2	1	50%				2	1	50%
AS	PE	II	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%				2	0	0%
AS	ST	I	1	0	0%	1	0	0%	1	1	100%				1	1	100%				1	1	100%				1	1	100%
AS	ST	III	3	2	67%	3	3	100%	3	2	67%				3	2	67%				3	2	67%				3	2	67%
PD	IF	III	1	0	0%	1	0	0%	1	0	0%		1		1	1	100%				1	1	100%				1	1	100%
Hay plan			1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
DEPARTMENT TOTAL :			16	5	31%	16	6	38%	16	6	38%	0	1	0	16	7	44%	0	1	0	16	8	50%	0	1	0	16	9	56%

TABLE A
FINANCIAL MANAGEMENT SECRETARIAT

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988							1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	REFERENCE 2A/ ITEM #	ACTION PLANNED	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	MS	I	1	0	0%	1	0	0%		1			Hiring S.T.V. or I.S.T.P.	1	1	100%	1	1	100%	1	100%
AS	MS	II	1	0	0%	0	0	NA						1	0	0%	1	0	0%	0	0%
AS	CK	III	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	CK	V	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	GA	I	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	ST	II	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	RF	II	9	0	0%	12	0	0%		1			Hiring S.T.V. or I.S.T.P.	10	1	10%	10	1	10%	1	10%
New plan			4	0	0%	3	0	0%						4	0	0%	4	0	0%	0	0%
DEPARTMENT TOTAL :			19	0	0%	20	0	0%	0	2	0			20	2	10%	20	2	10%	2	10%

TABLE B
FINANCIAL MANAGEMENT SECRETARIAT

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
AS	MS	I	1	0	0%	1	0	0%	1	0	0%		1		1	1	100%				1	1	100%				1	1	100%
AS	MS	II	1	0	0%	1	1	100%	0	0	NA				1	0	0%				1	0	0%				1	0	0%
AS	CK	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	CK	V	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	GA	I	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	ST	II	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	RF	II	9	0	0%	10	0	0%	12	0	0%		1		10	1	10%				10	1	10%				10	1	10%
New plan			4	0	0%	4	0	0%	3	0	0%				4	0	0%				4	0	0%				4	0	0%
DEPARTMENT TOTAL :			19	0	0%	20	1	5%	20	0	0%	0	2	0	20	2	10%	0	0	0	20	2	10%	0	0	0	20	2	10%

TABLE A
DEPARTMENT OF PERSONNEL

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988							1989 - 1990			CHANGE 85-90	
CATEGORY	GROUP	LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	XS	II	1	0	0%	1	0	0%						1	0	0%	1	1	100%	1	100%
TX	CS	IV	0	0	NA	1	0	0%				System Analyst - new position		1	0	0%	1	0	0%	0	NA
AS	CK	II	3	3	100%	3	3	100%				Maintain current %		3	3	100%	3	3	100%	0	0%
AS	CK	III	10	3	30%	13	4	31%		1		Hiring S.T.V.. O.J.T.		13	5	38%	13	9	69%	6	39%
AS	CK	IV	7	0	0%	4	0	0%				Maintain current %		4	0	0%	4	3	75%	3	75%
AS	CK	V	2	0	0%	1	0	0%				Maintain current %		1	0	0%	1	1	100%	1	100%
AS	GA	I	5	1	20%	4	1	25%			1	Promote from within - O.J.T.		4	2	50%	4	3	75%	2	55%
AS	PA	I	9	5	56%	9	5	56%				Maintain current %		8	5	63%	8	6	75%	1	19%
AS	PA	b	6	1	17%	10	3	30%		2		Note 1		12	5	42%	12	8	67%	7	50%
AS	PA	III	1	0	0%	9	1	11%				Maintain current %		9	1	11%	9	4	44%	4	44%
AS	PA	IV	3	0	0%	2	0	0%				Maintain current %		2	0	0%	2	0	0%	0	0%
AS	ST	II	4	4	100%	3	3	100%				Maintain current %		3	3	100%	3	3	100%	-1	0%
AS	ST	III	7	3	43%	8	5	63%				Maintain current %		8	5	63%	8	7	88%	4	45%
Hay plan			10	0	0%	11	1	9%	2	2		Note 2		11	3	27%	11	7	64%	7	64%
DEPARTMENT TOTAL :			68	20	29%	79	26	33%	2	5	1			80	32	40%	80	55	69%	35	39%

Note 1 : Trainee position for Labour Relation Office
to be filled in 1987

Note 2 : I.S.T.P. (2)
One on the job at present, and
one at Thebacha College, O.T.J. in Summers.

TABLE B
DEPARTMENT OF PERSONNEL

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
AS	XS	II	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%		1		1	1	100%
TK	CS	IV	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	CK	II	3	3	100%	3	3	100%	3	3	100%				3	3	100%				3	3	100%				3	3	100%
AS	CK	III	10	3	30%	10	3	30%	13	4	31%		1		13	5	38%		4		13	9	69%				13	9	69%
AS	CK	IV	7	0	0%	8	2	25%	4	0	0%				4	0	0%		2		4	2	50%		1		4	3	75%
AS	CK	V	2	0	0%	2	0	0%	1	0	0%				1	0	0%				1	0	0%		1		1	1	100%
AS	GA	I	5	1	20%	6	1	17%	4	1	25%			1	4	2	50%		1		4	3	75%				4	3	75%
AS	PA	I	9	5	56%	9	6	67%	9	5	56%				8	5	63%				8	5	63%		1		8	6	75%
AS	PA	b	6	1	17%	6	2	33%	10	3	30%		2		12	5	42%	2	3		12	8	67%	1			12	8	67%
AS	PA	III	1	0	0%	1	0	0%	9	1	11%				9	1	11%		2	1	9	4	44%				9	4	44%
AS	PA	IV	3	0	0%	3	0	0%	2	0	0%				2	0	0%				2	0	0%				2	0	0%
AS	ST	II	4	4	100%	5	4	80%	3	3	100%				3	3	100%				3	3	100%				3	3	100%
AS	ST	III	7	3	43%	7	3	43%	8	5	63%				8	5	63%		2		8	7	88%				8	7	88%
Key plan			10	0	0%	10	1	10%	11	1	9%	2	2		11	3	27%	1	1		11	4	36%	2	1		11	7	64%
DEPARTMENT TOTAL :			68	20	29%	71	25	35%	79	26	33%	2	5	1	80	32	40%	3	15	1	80	48	60%	3	5	0	80	55	69%

TABLE A
DEPARTMENT OF FINANCE

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988							1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	XS	II	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	AF	I	8	1	13%	9	1	11%	7	1		Trainee positions - 1 per region / 2 HQ		9	2	22%	9	5	56%	4	43%
AS	AF	II	2	0	0%	2	0	0%						2	0	0%	2	2	100%	2	100%
AS	AF	III	9	0	0%	12	0	0%						13	0	0%	13	0	0%	0	0%
AS	AF	IV	5	0	0%	6	0	0%						6	0	0%	6	0	0%	0	0%
AS	AF	V	5	0	0%	5	0	0%						5	0	0%	5	0	0%	0	0%
AS	AFPR	I	1	0	0%	2	0	0%						2	0	0%	2	0	0%	0	0%
AS	AFPR	II	1	0	0%	2	0	0%						2	0	0%	2	0	0%	0	0%
AS	CK	II	7	3	43%	7	4	57%						7	4	57%	7	6	86%	3	43%
AS	CK	III	29	5	17%	32	6	19%		3				33	9	27%	33	12	36%	7	19%
AS	CK	IV	12	1	8%	13	1	8%		1				13	2	15%	13	2	15%	1	7%
AS	GA	V	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	PE	II	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	PE	III	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	PE	IV	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	ST	I	2	2	100%	2	2	100%						2	2	100%	2	2	100%	0	0%
AS	ST	II	5	2	40%	4	1	25%	1	1		Upgrading of Keewatin employee		5	2	40%	5	2	40%	0	0%
AS	ST	III	4	1	25%	4	1	25%						4	1	25%	3	1	33%	0	8%
TK	COSS	I	3	1	33%	4	1	25%						4	1	25%	5	1	20%	0	-13%
TK	COSS	II	2	1	50%	2	1	50%						2	1	50%	2	1	50%	0	0%
TK	COSS	III	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
Hay plan			10	0	0%	10	0	0%						10	0	0%	10	0	0%	0	0%
Unclassified			1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
DEPARTMENT TOTAL :			112	17	15%	123	18	15%	8	6	0			126	24	19%	126	34	27%	17	12%

TABLE B
DEPARTMENT OF FINANCE

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
AS	XS	II	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	AF	I	8	1	13%	9	1	11%	9	1	11%	7	1		9	2	22%	1	2		9	4	44%		1		9	5	56%
AS	AF	II	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%		2		2	2	100%
AS	AF	III	9	0	0%	12	0	0%	12	0	0%				13	0	0%				13	0	0%				13	0	0%
AS	AF	IV	5	0	0%	6	0	0%	6	0	0%				6	0	0%				6	0	0%				6	0	0%
AS	AF	V	5	0	0%	5	0	0%	5	0	0%				5	0	0%				5	0	0%				5	0	0%
AS	AFPR	I	1	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%				2	0	0%
AS	AFPR	II	1	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%				2	0	0%
AS	CK	II	7	3	43%	7	3	43%	7	4	57%				7	4	57%		1		7	5	71%		1		7	6	86%
AS	CK	III	29	5	17%	32	8	25%	32	6	19%		3		33	9	27%		2		33	11	33%		1		33	12	36%
AS	CK	IV	12	1	8%	13	1	8%	13	1	8%		1		13	2	15%				13	2	15%				13	2	15%
AS	GA	V	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	PE	II	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	PE	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	PE	IV	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	ST	I	2	2	100%	1	1	100%	2	2	100%				2	2	100%				2	2	100%				2	2	100%
AS	ST	II	5	2	40%	5	2	40%	4	1	25%	1	1		5	2	40%				5	2	40%				5	2	40%
AS	ST	III	4	1	25%	4	2	50%	4	1	25%				4	1	25%				4	1	25%				3	1	33%
TK	COSS	I	3	1	33%	4	3	75%	4	1	25%				4	1	25%				4	1	25%				5	1	20%
TK	COSS	II	2	1	50%	2	1	50%	2	1	50%				2	1	50%				2	1	50%				2	1	50%
TK	COSS	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
Hay plan			10	0	0%	10	0	0%	10	0	0%				10	0	0%				10	0	0%				10	0	0%
Unclassified			1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
DEPARTMENT TOTAL :			112	17	15%	123	22	18%	123	18	15%	8	6	0	126	24	19%	1	5	0	126	29	23%	0	5	0	126	34	27%

TABLE A
DEPARTMENT OF GOVERNMENT SERVICES

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988						1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	XS	I	0	0	NA	1	0	0%						1	0	0%	1	1	100%	1	NA
AS	XS	II	0	0	NA	1	1	100%						1	1	100%	1	1	100%	1	NA
AS	AF	I	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
AS	AF	II	2	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	AF	III	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	AF	IV	2	0	0%	3	0	0%	1					2	0	0%	2	1	50%	1	50%
AS	CK	I	4	0	0%	3	2	67%		1				4	3	75%	4	4	100%	4	100%
AS	CK	II	28	7	25%	26	7	27%		3				27	10	37%	27	19	70%	12	45%
AS	CK	III	17	0	0%	18	3	17%		2				17	5	29%	17	11	65%	11	65%
AS	CK	IV	8	2	25%	10	3	30%						8	3	38%	8	6	75%	4	50%
AS	CK	V	5	2	40%	3	1	33%						5	1	20%	5	2	40%	0	0%
AS	CKLS	I	6	1	17%	7	2	29%		1				6	3	50%	6	5	83%	4	67%
AS	CKLS	II	2	0	0%	1	0	0%		1				2	1	50%	2	1	50%	1	50%
AS	CKLS	III	2	0	0%	2	0	0%						2	0	0%	2	1	50%	1	50%
AS	GA	I	9	3	33%	10	5	50%		1				11	6	55%	11	7	64%	4	30%
AS	GA	II	10	1	10%	11	1	9%	1	1				10	2	20%	10	5	50%	4	40%
AS	GA	III	3	1	33%	5	0	0%						3	0	0%	3	2	67%	1	33%
AS	GA	IV	2	0	0%	1	1	100%						2	1	50%	2	2	100%	2	100%
AS	GA	V	1	1	100%	1	1	100%						1	1	100%	1	1	100%	0	0%
AS	GALQ	I	3	0	0%	3	0	0%						3	0	0%	3	2	67%	2	67%
AS	PS	I	5	0	0%	1	0	0%		1				5	1	20%	5	2	40%	2	40%
AS	PS	II	8	5	63%	9	3	33%						11	3	27%	11	3	27%	-2	-35%
AS	PS	III	4	0	0%	6	0	0%		1				4	1	25%	4	2	50%	2	50%
AS	PS	IV	1	0	0%	1	0	0%						1	0	0%	1	1	100%	1	100%
AS	PS	VI	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	PE	II	1	0	0%	0	0	NA						0	0	NA	0	0	NA	0	NA
AS	ST	I	8	1	13%	9	4	44%		1				8	5	63%	8	6	75%	5	63%
AS	ST	II	7	3	43%	7	1	14%						7	1	14%	7	4	57%	1	14%
AS	ST	III	9	0	0%	9	0	0%		1				9	1	11%	9	4	44%	4	44%
AS	ST	IV	1	0	0%	0	0	NA						0	0	NA	0	0	NA	0	NA
AS	ST	V	2	0	0%	0	0	NA						0	0	NA	1	1	100%	1	100%
GL	HW	I	0	0	NA	1	1	100%						1	1	100%	1	1	100%	1	NA
PD	DS	IV	0	0	NA	2	0	0%						2	0	0%	2	0	0%	0	NA
TK	AE	II	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
TK	AE	III	1	0	0%	0	0	NA						0	0	NA	0	0	NA	0	NA
TK	IR	I	0	0	NA	3	0	0%						3	0	0%	3	0	0%	0	NA
TK	IR	V	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA

TABLE A
DEPARTMENT OF GOVERNMENT SERVICES

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988							1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
TK	CS	I	1	0	0%	3	0	0%						1	0	0%	1	0	0%	0	0%
TK	CS	II	3	0	0%	4	0	0%		1				3	1	33%	3	2	67%	2	67%
TK	CS	III	12	1	8%	16	0	0%	2					12	0	0%	12	1	8%	0	0%
TK	CS	IV	6	0	0%	6	1	17%						6	1	17%	6	1	17%	1	17%
TK	CS	V	2	0	0%	3	0	0%						2	0	0%	2	0	0%	0	0%
TK	CS	VI	2	0	0%	3	0	0%						3	0	0%	3	0	0%	0	0%
TK	PO	III	4	0	0%	6	0	0%						4	0	0%	4	0	0%	0	0%
TK	PO	IV	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
TK	CO	I	10	1	10%	12	0	0%		2				12	2	17%	12	6	50%	5	40%
TK	CO	III	1	1	100%	1	1	100%						1	1	100%	1	1	100%	0	0%
TK	COSS	I	1	0	0%	1	0	0%		1				1	1	100%	1	1	100%	1	100%
TK	COSS	II	3	0	0%	2	0	0%		1				3	1	33%	3	2	67%	2	67%
TK	COSS	III	0	0	NA	2	0	0%						2	0	0%	2	0	0%	0	NA
TR	GT	I	6	1	17%	8	2	25%		1				8	3	38%	8	5	63%	4	46%
TR	GT	III	5	0	0%	5	1	20%		1				5	2	40%	5	4	80%	4	80%
TR	FT		1	0	0%	1	0	0%						1	0	0%	1	1	100%	1	100%
May plan			14	1	7%	14	2	14%	4					14	2	14%	14	2	14%	1	7%
Unclassified			7	2	29%	1	0	0%						23	0	0%	22	1	5%	-1	-24%
DEPARTMENT TOTAL :			231	34	15%	249	43	17%	8	21	0			264	64	24%	264	122	46%	88	31%

TABLE B
DEPARTMENT OF GOVERNMENT SERVICES

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY	GROUP	LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
AS	XS	I	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%		1		1	1	100%
AS	XS	II	0	0	NA	0	0	NA	1	1	100%				1	1	100%				1	1	100%				1	1	100%
AS	AF	I	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	AF	II	2	0	0%	2	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	AF	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	AF	IV	2	0	0%	2	0	0%	3	0	0%	1			2	0	0%				2	0	0%		1		2	1	50%
AS	CK	I	4	0	0%	4	1	25%	3	2	67%		1		4	3	75%		1		4	4	100%				4	4	100%
AS	CK	II	28	7	25%	28	9	32%	26	7	27%		3		27	10	37%		3		27	13	48%		6		27	19	70%
AS	CK	III	17	0	0%	17	2	12%	18	3	17%		2		17	5	29%		5		17	10	59%		1		17	11	65%
AS	CK	IV	8	2	25%	8	2	25%	10	3	30%				8	3	38%		1		8	4	50%		2		8	6	75%
AS	CK	V	5	2	40%	5	2	40%	3	1	33%				5	1	20%		1		5	2	40%				5	2	40%
AS	CKLS	I	6	1	17%	6	1	17%	7	2	29%		1		6	3	50%		1		6	4	67%		1		6	5	83%
AS	CKLS	II	2	0	0%	2	0	0%	1	0	0%		1		2	1	50%				2	1	50%				2	1	50%
AS	CKLS	III	2	0	0%	2	0	0%	2	0	0%				2	0	0%		1		2	1	50%				2	1	50%
AS	GA	I	9	3	33%	11	4	36%	10	5	50%		1		11	6	55%				11	6	55%		1		11	7	64%
AS	GA	II	10	1	10%	10	2	20%	11	1	9%	1	1		10	2	20%		2		10	4	40%		1		10	5	50%
AS	GA	III	3	1	33%	3	0	0%	5	0	0%				3	0	0%				3	0	0%		2		3	2	67%
AS	GA	IV	2	0	0%	2	0	0%	1	1	100%				2	1	50%				2	1	50%		1		2	2	100%
AS	GA	V	1	1	100%	1	0	0%	1	1	100%				1	1	100%				1	1	100%				1	1	100%
AS	GALQ	I	3	0	0%	3	0	0%	3	0	0%				3	0	0%				3	0	0%		2		3	2	67%
AS	PS	I	5	0	0%	5	1	20%	1	0	0%		1		5	1	20%		1		5	2	40%				5	2	40%
AS	PS	II	8	5	63%	10	6	60%	9	3	33%				11	3	27%				11	3	27%				11	3	27%
AS	PS	III	4	0	0%	4	0	0%	6	0	0%		1		4	1	25%		1		4	2	50%				4	2	50%
AS	PS	IV	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%		1		1	1	100%
AS	PS	VI	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	PE	II	1	0	0%	1	0	0%	0	0	NA				0	0	NA				0	0	NA				0	0	NA
AS	ST	I	8	1	13%	8	2	25%	9	4	44%		1		8	5	63%		1		8	6	75%				8	6	75%
AS	ST	II	7	3	43%	7	3	43%	7	1	14%				7	1	14%		1		7	2	29%		2		7	4	57%
AS	ST	III	9	0	0%	9	1	11%	9	0	0%		1		9	1	11%		2		9	3	33%		1		9	4	44%
AS	ST	IV	1	0	0%	1	0	0%	0	0	NA				0	0	NA				0	0	NA				0	0	NA
AS	ST	V	2	0	0%	2	0	0%	0	0	NA				0	0	NA				0	0	NA		1		1	1	100%
GL	HW	I	0	0	NA	0	0	NA	1	1	100%				1	1	100%				1	1	100%				1	1	100%
PD	DS	IV	0	0	NA	0	0	NA	2	0	0%				2	0	0%				2	0	0%				2	0	0%
TK	AE	II	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
TK	AE	III	1	0	0%	1	0	0%	0	0	NA				0	0	NA				0	0	NA				0	0	NA
TK	IR	I	0	0	NA	0	0	NA	3	0	0%				3	0	0%				3	0	0%				3	0	0%
TK	IR	V	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%

TABLE B
DEPARTMENT OF GOVERNMENT SERVICES

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY	GROUP	LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
TK	CS	I	1	0	0%	1	0	0%	3	0	0%				1	0	0%				1	0	0%				1	0	0%
TK	CS	II	3	0	0%	3	0	0%	4	0	0%		1		3	1	33%				3	1	33%		1		3	2	67%
TK	CS	III	12	1	8%	12	1	8%	16	0	0%	2			12	0	0%				12	0	0%		1		12	1	8%
TK	CS	IV	6	0	0%	6	0	0%	6	1	17%				6	1	17%				6	1	17%				6	1	17%
TK	CS	V	2	0	0%	2	0	0%	3	0	0%				2	0	0%				2	0	0%				2	0	0%
TK	CS	VI	2	0	0%	3	0	0%	3	0	0%				3	0	0%				3	0	0%				3	0	0%
TK	PO	III	4	0	0%	4	0	0%	6	0	0%				4	0	0%				4	0	0%				4	0	0%
TK	PO	IV	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
TK	CO	I	10	1	10%	13	3	23%	12	0	0%		2		12	2	17%		2		12	4	33%		2		12	6	50%
TK	CO	III	1	1	100%	1	1	100%	1	1	100%				1	1	100%				1	1	100%				1	1	100%
TK	COSS	I	1	0	0%	1	0	0%	1	0	0%		1		1	1	100%				1	1	100%				1	1	100%
TK	COSS	II	3	0	0%	3	0	0%	2	0	0%		1		3	1	33%		1		3	2	67%				3	2	67%
TK	COSS	III	0	0	NA	0	0	NA	2	0	0%				2	0	0%				2	0	0%				2	0	0%
TR	GT	I	6	1	17%	7	2	29%	8	2	25%		1		8	3	38%		1		8	4	50%		1		8	5	63%
TR	GT	III	5	0	0%	5	0	0%	5	1	20%		1		5	2	40%		1		5	3	60%		1		5	4	80%
TR	FT		1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%		1		1	1	100%
Hay plan			14	1	7%	14	1	7%	14	2	14%	4			14	2	14%				14	2	14%				14	2	14%
Unclassified			7	2	29%	8	3	38%	1	0	0%				23	0	0%		1		23	1	4%				22	1	5%
DEPARTMENT TOTAL :			231	34	15%	241	47	20%	249	43	17%	8	21	0	264	64	24%	0	27	0	264	91	34%	0	31	0	264	122	46%

TABLE A
DEPARTMENT OF CULTURE AND COMMUNICATIONS

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988							1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	CK	I	2	0	0%	1	0	0%						2	0	0%	2	0	0%	0	0%
AS	CK	II	2	0	0%	2	0	0%						2	0	0%	2	0	0%	0	0%
AS	CK	III	5	0	0%	5	0	0%		1		Hiring S.T.V.		6	1	17%	6	2	33%	2	33%
AS	GA	I	1	0	0%	1	0	0%						1	0	0%	1	1	100%	1	NA
AS	GA	III	2	0	0%	1	0	0%						2	0	0%	2	0	0%	0	0%
AS	PE	II	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
AS	PE	III	2	0	0%	1	0	0%						2	0	0%	2	0	0%	0	0%
AS	ST	I	1	1	100%	1	1	100%						1	1	100%	1	1	100%	0	0%
AS	ST	II	4	1	25%	4	1	25%		1		Hiring S.T.V.		5	2	40%	5	3	60%	2	35%
AS	ST	III	2	0	0%	2	1	50%						2	1	50%	2	1	50%	1	50%
GL	DC	II	0	0	NA	1	1	100%						1	1	100%	1	0	0%	0	NA
GL	DC	III	1	1	100%	0	0	NA						0	0	NA	0	0	NA	-1	NA
PO	DS	I	2	0	0%	2	0	0%						2	0	0%	4	2	50%	2	50%
PO	DS	II	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
PO	DS	III	5	0	0%	6	1	17%						6	1	17%	8	2	25%	2	25%
PO	DS	IV	5	0	0%	5	0	0%						5	0	0%	5	0	0%	0	0%
PO	DS	V	4	0	0%	2	0	0%						4	0	0%	4	0	0%	0	0%
PO	IF	III	4	0	0%	3	1	33%						4	1	25%	4	2	50%	2	50%
PO	IF	IV	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
PO	TS	I	7	7	100%	4	4	100%		6		Hiring S.T.V. & O.J.T.		10	10	100%	9	9	100%	2	0%
PO	TS	II	12	12	100%	16	16	100%			-2	See next line		14	14	100%	16	16	100%	4	0%
PO	TS	III	4	3	75%	11	11	100%			5	O.J.T.		16	16	100%	16	16	100%	13	25%
TK	COSS	I	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
TK	PO	I	1	0	0%	0	0	NA						1	0	0%	1	0	0%	0	0%
TK	PO	II	3	0	0%	3	0	0%		1		Hiring S.T.V.		3	1	33%	3	1	33%	1	33%
TK	PO	III	2	0	0%	2	0	0%						2	0	0%	2	0	0%	0	0%
TK	PO	IV	4	0	0%	4	0	0%						4	0	0%	4	0	0%	0	0%
TR	GT	III	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
Hay plan			6	1	17%	6	2	33%						6	2	33%	6	2	33%	1	17%
Unclassified			0	0	NA	6	5	83%		18		New Staffing		29	23	79%	28	24	86%	24	NA
DEPARTMENT TOTAL :			84	26	31%	94	44	47%	0	27	3			135	74	55%	139	82	59%	56	28%

TABLE B
DEPARTMENT OF CULTURE AND COMMUNICATIONS

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY	GROUP	LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
AS	CK	I	2	0	0%	2	0	0%	1	0	0%				2	0	0%				2	0	0%				2	0	0%
AS	CK	II	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%				2	0	0%
AS	CK	III	5	0	0%	6	1	17%	5	0	0%		1		6	1	17%				6	1	17%		1		6	2	33%
AS	GA	I	1	0	0%	1	0	0%	1	0	0%				1	0	0%		1		1	1	100%				1	1	100%
AS	GA	III	2	0	0%	2	0	0%	1	0	0%				2	0	0%				2	0	0%				2	0	0%
AS	PE	II	0	0	NA	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	PE	III	2	0	0%	2	0	0%	1	0	0%				2	0	0%				2	0	0%				2	0	0%
AS	ST	I	1	1	100%	1	1	100%	1	1	100%				1	1	100%				1	1	100%				1	1	100%
AS	ST	II	4	1	25%	5	2	40%	4	1	25%		1		5	2	40%				5	2	40%		1		5	3	60%
AS	ST	III	2	0	0%	2	0	0%	2	1	50%				2	1	50%				2	1	50%				2	1	50%
GL	DC	II	0	0	NA	0	0	NA	1	1	100%				1	1	100%			-1	1	0	0%				1	0	0%
GL	DC	III	1	1	100%	1	1	100%	0	0	NA				0	0	NA				0	0	NA				0	0	NA
PD	DS	I	2	0	0%	2	0	0%	2	0	0%				2	0	0%		2		4	2	50%				4	2	50%
PD	DS	II	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	DS	III	5	0	0%	7	1	14%	6	1	17%				6	1	17%				7	1	14%		1		8	2	25%
PD	DS	IV	5	0	0%	5	0	0%	5	0	0%				5	0	0%				5	0	0%				5	0	0%
PD	DS	V	4	0	0%	4	0	0%	2	0	0%				4	0	0%				4	0	0%				4	0	0%
PD	IF	III	4	0	0%	4	1	25%	3	1	33%				4	1	25%				4	1	25%		1		4	2	50%
PD	IF	IV	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	TS	I	7	7	100%	20	20	100%	4	4	100%		6		10	10	100%			-1	9	9	100%				9	9	100%
PD	TS	II	12	12	100%	14	14	100%	16	16	100%			-2	14	14	100%			1	15	15	100%			1	16	16	100%
PD	TS	III	4	3	75%	6	6	100%	11	11	100%			5	16	16	100%				16	16	100%				16	16	100%
TK	COSS	I	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
TK	PO	I	1	0	0%	1	0	0%	0	0	NA				1	0	0%				1	0	0%				1	0	0%
TK	PO	II	3	0	0%	3	1	33%	3	0	0%		1		3	1	33%				3	1	33%				3	1	33%
TK	PO	III	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%				2	0	0%
TK	PO	IV	4	0	0%	4	0	0%	4	0	0%				4	0	0%				4	0	0%				4	0	0%
TR	GT	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
Hay plan			6	1	17%	6	2	33%	6	2	33%				6	2	33%				6	2	33%				6	2	33%
Unclassified			0	0	NA	4	0	0%	6	5	83%		18		29	23	79%			2	29	25	86%		-1		28	24	86%
DEPARTMENT TOTAL :			84	26	31%	110	50	45%	94	44	47%	0	27	3	135	74	55%	0	3	1	138	78	57%	0	3	1	139	82	59%

TABLE A
EQUAL EMPLOYMENT DIRECTORATE

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988							1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	ST	III	1	1	100%	1	0	0%						1	0	0%	1	0	0%	-1	-100%
PD	DS	III	6	6	100%	6	6	100%		1		Hire 1 EEO - HQ		7	7	100%	7	7	100%	1	0%
PD	DS	IV	2	1	50%	0	0	NA	1	1		Train 1 EE Co-ordinator - HQ		1	1	100%	1	1	100%	0	50%
TK	CS	II	0	0	NA	1	0	0%	1			Train 1 Statistical Programmer - HQ		1	0	0%	1	1	100%	1	NA
Hay plan			1	1	100%	2	1	50%						2	1	50%	2	1	50%	0	-50%
DEPARTMENT TOTAL :			10	9	90%	10	7	70%	2	2	0			12	9	75%	12	10	83%	1	-7%

TABLE B
EQUAL EMPLOYMENT DIRECTORATE

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
AS	ST	III	1	1	100%	1	1	100%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	DS	III	6	6	100%	6	6	100%	6	6	100%		1		7	7	100%				7	7	100%				7	7	100%
PD	DS	IV	2	1	50%	2	1	50%	0	0	NA	1	1		1	1	100%				1	1	100%				1	1	100%
TK	CS	II	0	0	NA	0	0	NA	1	0	0%	1			1	0	0%				1	0	0%		1		1	1	100%
Hay plan			1	1	100%	1	1	100%	2	1	50%				2	1	50%				2	1	50%				2	1	50%
DEPARTMENT TOTAL :			10	9	90%	10	9	90%	10	7	70%	2	2	0	12	9	75%	0	0	0	12	9	75%	0	1	0	12	10	83%

TABLE A

DEPARTMENT OF LOCAL GOVERNMENT

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988							1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	XS	I	0	0	NA	0	0	NA	1			Training Program to be developed		1	0	0%	1	0	0%	0	NA
AS	XS	II	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	AF	II	2	1	50%	1	0	0%						1	0	0%	1	0	0%	-1	-50%
AS	AF	III	1	0	0%	1	0	0%						1	0	0%	1	1	100%	1	100%
AS	GA	I	6	0	0%	7	1	14%						8	1	13%	8	1	13%	1	13%
AS	GA	II	0	0	NA	0	0	NA		1		Recruitment in 1987/88		1	1	100%	1	1	100%	1	NA
AS	CK	III	1	0	0%	0	0	NA		1		Recruitment in 1987/88		1	1	100%	1	0	0%	0	0%
AS	CK	IV	5	0	0%	5	0	0%						6	0	0%	6	2	33%	2	33%
AS	CK	V	1	0	0%	1	0	0%						1	0	0%	1	1	100%	1	100%
AS	PE	II	2	1	50%	1	0	0%						1	0	0%	1	1	100%	0	50%
AS	PE	III	5	0	0%	5	0	0%						6	0	0%	6	2	33%	2	33%
AS	ST	I	2	1	50%	2	1	50%						2	1	50%	2	2	100%	1	50%
AS	ST	II	8	3	38%	10	2	20%		3		Recruitment commenced for 2		9	5	56%	9	2	22%	-1	-15%
AS	ST	III	9	1	11%	9	2	22%						9	2	22%	9	4	44%	3	33%
PO	LO	I	13	8	62%	13	8	62%						13	8	62%	13	8	62%	0	0%
PO	LO	II	7	5	71%	7	5	71%						7	5	71%	8	7	88%	2	16%
PO	LO	III	21	2	10%	22	2	9%		2		One filled, one discontinued		22	4	18%	22	8	36%	6	27%
PO	LO	IV	7	3	43%	7	3	43%						7	3	43%	7	3	43%	0	0%
PO	AL	I	3	0	0%	6	0	0%	2	1		2 training positions being obtained, one hire		4	1	25%	6	3	50%	3	50%
PO	AL	II	9	3	33%	10	3	30%		-1		Position occupied by native person, vacated		11	2	18%	11	4	36%	1	3%
PO	AL	III	5	1	20%	3	0	0%		1		Position being occupied by non-native		5	1	20%	5	1	20%	0	0%
PO	AL	IV	2	0	0%	0	0	NA						1	0	0%	1	0	0%	0	0%
PO	DA	I	1	1	100%	1	1	100%						1	1	100%	1	1	100%	0	0%
PO	DS	IV	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
PO	DS	V	3	0	0%	2	0	0%						1	0	0%	1	0	0%	0	0%
TK	AE	II	2	1	50%	3	1	33%						3	1	33%	4	2	50%	1	0%
TK	AE	III	12	0	0%	12	0	0%						11	0	0%	11	0	0%	0	0%
TK	AE	IV	2	0	0%	3	0	0%						5	0	0%	5	0	0%	0	0%
TK	AE	V	2	0	0%	2	0	0%						2	0	0%	2	0	0%	0	0%
TK	IR	IV	0	0	NA	0	0	NA		1		Recruitment will commence in summer		1	1	100%	1	1	100%	1	NA
TK	IR	VII	0	0	NA	0	0	NA						1	0	0%	1	1	100%	1	NA
TK	PO	II	3	0	0%	3	0	0%						3	0	0%	3	1	33%	1	33%
TK	PO	IV	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
TK	PO	V	6	0	0%	5	0	0%						5	0	0%	5	2	40%	2	40%
TK	COSS	I	1	1	100%	1	1	100%						1	1	100%	1	1	100%	0	0%
TR	OT	III	1	1	100%	1	1	100%						1	1	100%	1	1	100%	0	0%
TR	AO	I	2	2	100%	2	2	100%						2	2	100%	2	2	100%	0	0%
TR	AO	II	3	3	100%	3	3	100%						3	3	100%	3	3	100%	0	0%
Hay plan			12	1	8%	13	1	8%		1		Recruitment to commence after April 1		15	2	13%	17	7	41%	6	33%
Unclassified			1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
DEPARTMENT TOTAL :			163	39	24%	165	37	22%	3	10	0			176	47	27%	182	73	40%	34	16%

TABLE B
DEPARTMENT OF LOCAL GOVERNMENT

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY	GROUP	LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
AS	XS	I	0	0	NA	1	1	100%	0	0	NA	1			1	0	0%				1	0	0%				1	0	0%
AS	XS	II	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	AF	II	2	1	50%	2	1	50%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	AF	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%		1		1	1	100%				1	1	100%
AS	GA	I	6	0	0%	7	0	0%	7	1	14%				8	1	13%				8	1	13%				8	1	13%
AS	GA	II	0	0	NA	0	0	NA	0	0	NA		1		1	1	100%				1	1	100%				1	1	100%
AS	CK	III	1	0	0%	1	1	100%	0	0	NA		1		1	1	100%		-1		1	0	0%				1	0	0%
AS	CK	IV	5	0	0%	6	0	0%	5	0	0%				6	0	0%		3		7	3	43%		-1		6	2	33%
AS	CK	V	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%		1		1	1	100%
AS	PE	II	2	1	50%	2	1	50%	1	0	0%				1	0	0%				1	0	0%		1		1	1	100%
AS	PE	III	5	0	0%	6	0	0%	5	0	0%				6	0	0%		2		6	2	33%				6	2	33%
AS	ST	I	2	1	50%	2	1	50%	2	1	50%				2	1	50%				2	1	50%		1		2	2	100%
AS	ST	II	8	3	38%	9	5	56%	10	2	20%		3		9	5	56%				9	5	56%		-3		9	2	22%
AS	ST	III	9	1	11%	9	2	22%	9	2	22%				9	2	22%		2		9	4	44%				9	4	44%
PD	LO	I	13	8	62%	13	11	85%	13	8	62%				13	8	62%				13	8	62%				13	8	62%
PD	LO	II	7	5	71%	7	5	71%	7	5	71%				7	5	71%		1		8	6	75%		1		8	7	88%
PD	LO	III	21	2	10%	22	4	18%	22	2	9%		2		22	4	18%				22	4	18%		4		22	8	36%
PD	LO	IV	7	3	43%	7	3	43%	7	3	43%				7	3	43%				7	3	43%				7	3	43%
PD	AL	I	3	0	0%	2	1	50%	6	0	0%	2	1		4	1	25%	1	2		6	3	50%				6	3	50%
PD	AL	II	9	3	33%	11	3	27%	10	3	30%		-1		11	2	18%		1		11	3	27%		1		11	4	36%
PD	AL	III	5	1	20%	5	1	20%	3	0	0%		1		5	1	20%		-1		5	0	0%		1		5	1	20%
PD	AL	IV	2	0	0%	2	0	0%	0	0	NA				1	0	0%				1	0	0%				1	0	0%
PD	DA	I	1	1	100%	1	1	100%	1	1	100%				1	1	100%				1	1	100%				1	1	100%
PD	DS	IV	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	DS	V	3	0	0%	2	0	0%	2	0	0%				1	0	0%				1	0	0%				1	0	0%
TK	AE	II	2	1	50%	2	1	50%	3	1	33%				3	1	33%				3	1	33%		1		4	2	50%
TK	AE	III	12	0	0%	12	0	0%	12	0	0%				11	0	0%				11	0	0%				11	0	0%
TK	AE	IV	2	0	0%	3	0	0%	3	0	0%				5	0	0%				5	0	0%				5	0	0%
TK	AE	V	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%				2	0	0%
TK	IR	IV	0	0	NA	1	1	100%	0	0	NA		1		1	1	100%				1	1	100%				1	1	100%
TK	IR	VII	0	0	NA	1	0	0%	0	0	NA				1	0	0%				1	0	0%		1		1	1	100%
TK	PO	II	3	0	0%	3	0	0%	3	0	0%				3	0	0%		1		3	1	33%				3	1	33%
TK	PO	IV	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
TK	PO	V	6	0	0%	6	0	0%	5	0	0%				5	0	0%				5	0	0%		2		5	2	40%
TK	COSS	I	1	1	100%	1	1	100%	1	1	100%				1	1	100%				1	1	100%				1	1	100%
TR	OT	III	1	1	100%	1	1	100%	1	1	100%				1	1	100%				1	1	100%				1	1	100%
TR	AO	I	2	2	100%	2	2	100%	2	2	100%				2	2	100%				2	2	100%				2	2	100%
TR	AO	II	3	3	100%	3	3	100%	3	3	100%				3	3	100%				3	3	100%				3	3	100%
Hay plan			12	1	8%	14	2	14%	13	1	8%		1		15	2	13%		3		17	5	29%		2		17	7	41%
Unclassified			1	0	0%	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
DEPARTMENT TOTAL :			163	39	24%	173	52	30%	165	37	22%	3	10	0	176	47	27%	1	14	0	183	61	34%	0	12	0	182	73	40%

TABLE A
DEPARTMENT OF PUBLIC WORKS AND HIGHWAYS

POSITIONS		ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988					1989 - 1990			CHANGE 85-90	
CATEGORY GROUP	LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	AF	3	0	0%	3	0	0%						3	0	0%	3	1	33%	1	33%
AS	CK	44	8	18%	39	13	33%		5				44	18	41%	44	34	77%	26	59%
AS	GA	10	0	0%	13	0	0%						10	0	0%	10	3	30%	3	30%
AS	PE	3	0	0%	4	0	0%						3	0	0%	3	0	0%	0	0%
AS	ST	26	3	12%	24	6	25%		2				26	8	31%	26	10	38%	7	27%
AS	PH	8	0	0%	8	0	0%						8	0	0%	8	1	13%	1	13%
AS	XS	0	0	NA	2	0	0%						2	0	0%	2	0	0%	0	NA
GL	DC	1	1	100%	1	1	100%						1	1	100%	1	1	100%	0	0%
GL	MW	14	8	57%	12	9	75%		2				14	11	79%	14	14	100%	6	43%
PO	DS	3	0	0%	4	0	0%						3	0	0%	3	0	0%	0	0%
TK	AE	91	2	2%	98	0	0%						91	0	0%	91	0	0%	-2	-2%
TK	PO	17	0	0%	21	1	5%						17	1	6%	17	1	6%	1	6%
TK	CO	0	0	NA	3	0	0%						3	0	0%	3	0	0%	0	NA
TK	IR	0	0	NA	10	1	10%						10	1	10%	10	1	10%	1	NA
TR	FT	87	32	37%	87	34	39%		2				87	36	41%	88	51	58%	19	21%
TR	GT	149	73	49%	134	75	56%		6				149	81	54%	149	90	60%	17	11%
TR	OT	52	24	46%	43	23	53%		2				52	25	48%	52	27	52%	3	6%
Apprentices		64	58	91%	72	59	82%		1				64	60	94%	64	61	95%	3	5%
Hay plan		16	0	0%	16	0	0%						16	0	0%	16	0	0%	0	0%
Unclassified		0	0	NA	6	1	17%						6	1	17%	6	1	17%	1	NA
DEPARTMENT TOTAL :		588	209	36%	600	223	37%	0	20	0			609	243	40%	610	296	49%	87	13%

TABLE B
DEPARTMENT OF PUBLIC WORKS AND HIGHWAYS

POSITIONS		ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY GROUP		TOTAL # OF	NATIVES		TOTAL # OF	NATIVES		TOTAL # OF	NATIVES		TRAIN	HIRE	PROM.	TOTAL # OF	NATIVES		TRAIN	HIRE	PROM.	TOTAL # OF	NATIVES		TRAIN	HIRE	PROM.	TOTAL # OF	NATIVES	
LEVEL		POSIT.	#	%	POSIT.	#	%	POSIT.	#	%	#	#	#	POSIT.	#	%	#	#	#	POSIT.	#	%	#	#	#	POSIT.	#	%
AS	AF	3	0	0%	3	0	0%	3	0	0%				3	0	0%		1		3	1	33%				3	1	33%
AS	CK	44	8	18%	44	12	27%	39	13	33%		5		44	18	41%		10		44	28	64%		6		44	34	77%
AS	GA	10	0	0%	10	0	0%	13	0	0%				10	0	0%		1		10	1	10%		2		10	3	30%
AS	PE	3	0	0%	3	0	0%	4	0	0%				3	0	0%				3	0	0%				3	0	0%
AS	ST	26	3	12%	26	4	15%	24	6	25%		2		26	8	31%		1		26	9	35%		1		26	10	38%
AS	PH	8	0	0%	8	0	0%	8	0	0%				8	0	0%		1		8	1	13%				8	1	13%
AS	XS	0	0	NA	0	0	NA	2	0	0%				2	0	0%				2	0	0%				2	0	0%
GL	DC	1	1	100%	1	1	100%	1	1	100%				1	1	100%				1	1	100%				1	1	100%
GL	HW	14	8	57%	14	9	64%	12	9	75%		2		14	11	79%		1		14	12	86%		2		14	14	100%
PD	DS	3	0	0%	3	0	0%	4	0	0%				3	0	0%				3	0	0%				3	0	0%
TK	AE	91	2	2%	91	2	2%	98	0	0%				91	0	0%				91	0	0%				91	0	0%
TK	PO	17	0	0%	17	0	0%	21	1	5%				17	1	6%				17	1	6%				17	1	6%
TK	CO	0	0	NA	0	0	NA	3	0	0%				3	0	0%				3	0	0%				3	0	0%
TK	IR	0	0	NA	0	0	NA	10	1	10%				10	1	10%				10	1	10%				10	1	10%
TR	FT	87	32	37%	87	32	37%	87	34	39%		2		87	36	41%		7		87	43	49%		8		88	51	58%
TR	GT	149	73	49%	149	75	50%	134	75	56%		6		149	81	54%		4		149	85	57%		5		149	90	60%
TR	OT	52	24	46%	52	25	48%	43	23	53%		2		52	25	48%		1		52	26	50%		1		52	27	52%
Apprentices		64	58	91%	64	60	94%	72	59	82%		1		64	60	94%		1		64	61	95%				64	61	95%
Hay plan		16	0	0%	16	0	0%	16	0	0%				16	0	0%				16	0	0%				16	0	0%
Unclassified		0	0	NA	0	0	NA	6	1	17%				6	1	17%				6	1	17%				6	1	17%
DEPARTMENT TOTAL :		588	209	36%	588	220	37%	600	223	37%	0	20	0	609	243	40%	0	28	0	609	271	44%	0	25	0	610	296	49%

TABLE A
DEPARTMENT OF SOCIAL SERVICES

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988							1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	XS	I	1	0	0%	1	1	100%						1	1	100%	1	1	100%	1	100%
AS	XS	II	1	0	0%	1	1	100%						1	1	100%	1	1	100%	1	100%
AS	AF	I	1	0	0%	1	0	0%				Hiring		1	0	0%	1	1	100%	1	100%
AS	AF	IV	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
AS	CK	I	1	1	100%	1	1	100%						1	1	100%	1	1	100%	0	0%
AS	CK	II	7	2	29%	8	4	50%				Hiring		7	4	57%	8	7	88%	5	59%
AS	CK	III	5	1	20%	3	1	33%				Hiring		6	1	17%	6	2	33%	1	13%
AS	CK	IV	5	2	40%	6	3	50%				Hiring		5	3	60%	5	5	100%	3	60%
AS	GA	I	4	1	25%	6	0	0%						4	0	0%	4	0	0%	-1	-25%
AS	GA	II	1	1	100%	0	0	NA						0	0	NA	0	0	NA	-1	NA
AS	PA	I	1	0	0%	0	0	NA						0	0	NA	0	0	NA	0	NA
AS	PE	I	2	0	0%	3	0	0%				Hiring		2	0	0%	3	1	33%	1	33%
AS	PE	II	4	0	0%	4	1	25%				Hiring		4	2	50%	5	4	80%	4	80%
AS	PE	III	6	0	0%	5	0	0%				Hiring		7	0	0%	7	1	14%	1	14%
AS	PE	IV	2	0	0%	3	0	0%				Hiring		3	0	0%	4	1	25%	1	25%
AS	PE	V	4	0	0%	4	0	0%				Hiring		5	0	0%	5	1	20%	1	20%
AS	ST	I	4	2	50%	2	1	50%				Hiring		5	1	20%	6	4	67%	2	17%
AS	ST	II	8	6	75%	11	6	55%				Hiring		8	6	75%	8	7	88%	1	13%
AS	ST	III	8	2	25%	11	2	18%						8	2	25%	8	2	25%	0	0%
GL	DC	I	0	0	NA	2	0	0%						2	0	0%	2	0	0%	0	NA
AS	CR	IV	1	0	0%	0	0	NA						1	0	0%	1	0	0%	0	0%
PD	DS	I	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
PD	DS	IV	4	2	50%	5	2	40%						4	2	50%	4	2	50%	0	0%
PD	IF	I	0	0	NA	1	1	100%						1	1	100%	1	1	100%	1	NA
PD	IN	I	0	0	NA	6	0	0%						6	0	0%	6	0	0%	0	NA
PD	IS	I	15	13	87%	12	7	58%						15	7	47%	15	7	47%	-6	-40%
PD	IS	II	11	10	91%	15	15	100%		3				18	18	100%	17	17	100%	7	9%
PD	IS	III	17	12	71%	11	11	100%		2		Recruitment + I.S.T.P. + (Arctic College)		17	13	76%	17	14	82%	2	12%
PD	IS	IV	22	10	45%	28	14	50%	8	1		Ed Leave + I.S.T.P. + Hiring (Arctic College)		22	15	68%	23	20	87%	10	42%
PD	IS	V	25	8	32%	24	7	29%	3	1		Ed Leave + I.S.T.P. + Hiring (Arctic College)		26	8	31%	28	12	43%	4	11%
PD	IS	VI	16	1	6%	17	2	12%	2	1		I.S.T.P. + Hiring (Arctic College)		16	3	19%	16	5	31%	4	25%
PD	IS	VII	14	2	14%	9	0	0%	2					14	0	0%	14	0	0%	-2	-14%
PD	IS	VIII	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
PD	CX	I	50	22	44%	57	18	32%	6	3		I.S.T.P. + Hiring		54	21	39%	56	31	55%	9	11%
PD	CX	II	11	3	27%	13	4	31%				Hiring		12	4	33%	12	6	50%	3	23%
PD	CX	III	2	0	0%	3	0	0%				Hiring		2	0	0%	2	0	0%	0	0%
PD	CX	V	3	1	33%	3	0	0%						3	0	0%	3	0	0%	-1	-33%
PD	CC	I	17	11	65%	19	12	63%		1		Recruitment + Training + Hiring		17	13	76%	22	17	77%	6	13%

TABLE A
DEPARTMENT OF SOCIAL SERVICES

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988							1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
PD	CC	II	20	6	30%	18	9	50%		3		Arctic College + Training + Hiring		22	12	55%	29	16	55%	10	25%
PD	CC	III	17	6	35%	16	9	56%	3	2		Hiring		18	11	61%	20	16	80%	10	45%
PD	CH	I	0	0	NA	3	0	0%						3	0	0%	3	0	0%	0	NA
PD	MG	I	6	1	17%	2	0	0%						6	0	0%	6	0	0%	-1	-17%
PD	SU	I	0	0	NA	7	3	43%						7	3	43%	7	3	43%	3	NA
PD	SU	II	0	0	NA	5	1	20%						5	1	20%	5	1	20%	1	NA
TK	CO	I	2	0	0%	2	0	0%		1				2	1	50%	2	1	50%	1	50%
TK	CS	III	0	0	NA	2	0	0%						2	0	0%	2	0	0%	0	NA
TK	CS	IV	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
TR	FT	I	3	0	0%	3	0	0%				Hiring		3	0	0%	3	1	33%	1	33%
TR	GT	II	5	3	60%	3	2	67%						5	2	40%	5	2	40%	-1	-20%
TR	GT	III	7	2	29%	10	3	30%				Hiring		7	3	43%	7	5	71%	3	43%
Hay plan			11	0	0%	9	0	0%				Hiring		11	0	0%	11	2	18%	2	18%
Unclassified			1	0	0%	3	1	33%		1		Hiring		3	2	67%	3	3	100%	3	100%
DEPARTMENT TOTAL :			345	131	38%	382	142	37%	24	20	0			396	162	41%	419	221	53%	90	15%

TABLE B
DEPARTMENT OF SOCIAL SERVICES

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
AS	XS	I	1	0	0%	1	0	0%	1	1	100%				1	1	100%				1	1	100%				1	1	100%
AS	XS	II	1	0	0%	1	0	0%	1	1	100%				1	1	100%				1	1	100%				1	1	100%
AS	AF	I	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%		1		1	1	100%
AS	AF	IV	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	CK	I	1	1	100%	1	1	100%	1	1	100%				1	1	100%				1	1	100%				1	1	100%
AS	CK	II	7	2	29%	7	2	29%	8	4	50%				7	4	57%				7	4	57%		3		8	7	88%
AS	CK	III	5	1	20%	6	1	17%	3	1	33%				6	1	17%				6	1	17%		1		6	2	33%
AS	CK	IV	5	2	40%	5	2	40%	6	3	50%				5	3	60%				5	3	60%		2		5	5	100%
AS	GA	I	4	1	25%	4	1	25%	6	0	0%				4	0	0%				4	0	0%				4	0	0%
AS	GA	II	1	1	100%	1	1	100%	0	0	NA				0	0	NA				0	0	NA				0	0	NA
AS	PA	I	1	0	0%	1	0	0%	0	0	NA				0	0	NA				0	0	NA				0	0	NA
AS	PE	I	2	0	0%	2	0	0%	3	0	0%				2	0	0%				3	0	0%		1		3	1	33%
AS	PE	II	4	0	0%	4	1	25%	4	1	25%		1		4	2	50%				5	2	40%		2		5	4	80%
AS	PE	III	6	0	0%	7	0	0%	5	0	0%				7	0	0%		1		7	1	14%				7	1	14%
AS	PE	IV	2	0	0%	3	0	0%	3	0	0%				3	0	0%				3	0	0%		1		4	1	25%
AS	PE	V	4	0	0%	5	0	0%	4	0	0%				5	0	0%				5	0	0%		1		5	1	20%
AS	ST	I	4	2	50%	5	2	40%	2	1	50%				5	1	20%		2		5	3	60%		1		6	4	67%
AS	ST	II	8	6	75%	8	6	75%	11	6	55%				8	6	75%				8	6	75%		1		8	7	88%
AS	ST	III	8	2	25%	8	2	25%	11	2	18%				8	2	25%				8	2	25%				8	2	25%
GL	DC	I	0	0	NA	0	0	NA	2	0	0%				2	0	0%				2	0	0%				2	0	0%
AS	CR	IV	1	0	0%	1	0	0%	0	0	NA				1	0	0%				1	0	0%				1	0	0%
PD	DS	I	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	DS	IV	4	2	50%	4	2	50%	5	2	40%				4	2	50%				4	2	50%				4	2	50%
PD	IF	I	0	0	NA	0	0	NA	1	1	100%				1	1	100%				1	1	100%				1	1	100%
PD	IN	I	0	0	NA	0	0	NA	6	0	0%				6	0	0%				6	0	0%				6	0	0%
PD	IS	I	15	13	87%	15	13	87%	12	7	58%				15	7	47%				15	7	47%				15	7	47%
PD	IS	II	11	10	91%	13	13	100%	15	15	100%		3		18	18	100%		-1		15	17	113%				17	17	100%
PD	IS	III	17	12	71%	17	14	82%	11	11	100%		2		17	13	76%				17	13	76%		1		17	14	82%
PD	IS	IV	22	10	45%	22	11	50%	28	14	50%	8	1		22	15	68%	8	3		22	18	82%	8	2		23	20	87%
PD	IS	V	25	8	32%	26	9	35%	24	7	29%	3	1		26	8	31%	3	2		28	10	36%	1	2		28	12	43%
PD	IS	VI	16	1	6%	16	2	13%	17	2	12%	2	1		16	3	19%	2			16	3	19%	2	2		16	5	31%
PD	IS	VII	14	2	14%	14	2	14%	9	0	0%	2			14	0	0%	1	1		14	1	7%	2	-1		14	0	0%
PD	IS	VIII	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	CX	I	50	22	44%	54	25	46%	57	18	32%	6	3		54	21	39%	6	6		56	27	48%	6	4		56	31	55%
PD	CX	II	11	3	27%	12	3	25%	13	4	31%				12	4	33%		2		12	6	50%				12	6	50%
PD	CX	III	2	0	0%	2	0	0%	3	0	0%				2	0	0%				2	0	0%				2	0	0%
PD	CX	V	3	1	33%	3	1	33%	3	0	0%				3	0	0%				3	0	0%				3	0	0%

TABLE B
DEPARTMENT OF SOCIAL SERVICES

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
PD	CC	I	17	11	65%	17	12	71%	19	12	63%		1		17	13	76%		3		21	16	76%		1		22	17	77%
PD	CC	II	20	6	30%	22	9	41%	18	9	50%		3		22	12	55%		3		26	15	58%		1		29	16	55%
PD	CC	III	17	6	35%	18	8	44%	16	9	56%	3	2		18	11	61%		3		19	14	74%		2		20	16	80%
PD	CH	I	0	0	NA	0	0	NA	3	0	0%				3	0	0%				3	0	0%				3	0	0%
PD	MG	I	6	1	17%	6	1	17%	2	0	0%				6	0	0%				6	0	0%				6	0	0%
PD	SU	I	0	0	NA	0	0	NA	7	3	43%				7	3	43%				7	3	43%				7	3	43%
PD	SU	II	0	0	NA	0	0	NA	5	1	20%				5	1	20%				5	1	20%				5	1	20%
TK	CO	I	2	0	0%	2	1	50%	2	0	0%		1		2	1	50%				2	1	50%				2	1	50%
TK	CS	III	0	0	NA	0	0	NA	2	0	0%				2	0	0%				2	0	0%				2	0	0%
TK	CS	IV	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
TR	FT	I	3	0	0%	3	0	0%	3	0	0%				3	0	0%				3	0	0%		1		3	1	33%
TR	GT	II	5	3	60%	5	3	60%	3	2	67%				5	2	40%				5	2	40%				5	2	40%
TR	GT	III	7	2	29%	7	2	29%	10	3	30%				7	3	43%		1		7	4	57%		1		7	5	71%
Hay plan			11	0	0%	11	0	0%	9	0	0%				11	0	0%				11	0	0%		2		11	2	18%
Unclassified			1	0	0%	1	0	0%	3	1	33%		1		3	2	67%		1		3	3	100%				3	3	100%
DEPARTMENT TOTAL :			345	131	38%	361	150	42%	382	142	37%	24	20	0	396	162	41%	20	27	0	408	189	46%	19	32	0	419	221	53%

TABLE A
DEPARTMENT OF RENEWABLE RESOURCES

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988						1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	XS	I	0	0	NA	1	1	100%						1	1	100%	1	1	100%	1	NA
AS	XS	II	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	AF	II	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	CK	II	1	1	100%	2	1	50%						1	1	100%	1	1	100%	0	0%
AS	CK	III	3	1	33%	3	1	33%						3	1	33%	3	1	33%	0	0%
AS	CK	IV	2	1	50%	2	1	50%						2	1	50%	2	1	50%	0	0%
AS	GA	I	6	1	17%	5	1	20%	1			Train and then hire a native		5	1	20%	5	2	40%	1	23%
AS	PE	I	4	0	0%	3	0	0%						3	0	0%	3	0	0%	0	0%
AS	PE	II	1	0	0%	3	1	33%	1			O.J.T. for identified permanent positions		3	1	33%	4	1	25%	1	25%
AS	PE	III	17	0	0%	18	0	0%						19	0	0%	19	0	0%	0	0%
AS	PE	IV	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	PE	V	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	ST	I	4	3	75%	3	3	100%						3	3	100%	3	3	100%	0	25%
AS	ST	II	2	0	0%	3	0	0%		1		Hire a native		3	1	33%	3	1	33%	1	33%
AS	ST	III	6	1	17%	6	1	17%						6	1	17%	6	2	33%	1	17%
AS	DE	II	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
PD	EC	I/II/III	0	0	NA	0	0	NA						0	0	NA	0	0	NA	0	NA
PD	EC	III	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
PD	DS	II	5	1	20%	5	1	20%	2			On training now to fill projected vacancy		5	1	20%	5	3	60%	2	40%
PD	DS	III	1	1	100%	0	0	NA						0	0	NA	0	0	NA	-1	NA
PD	DS	IV	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
PD	DS	V	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
PD	DS	VI	2	0	0%	2	0	0%						2	0	0%	2	0	0%	0	0%
PD	IS	II	0	0	NA	0	0	NA						1	0	0%	1	0	0%	0	NA
PD	IS	III	1	0	0%	1	0	0%						1	0	0%	1	1	100%	1	100%
PD	IF	II	2	0	0%	3	1	33%						3	1	33%	3	2	67%	2	67%
PD	IF	III	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
PD	WO	I	9	9	100%	10	10	100%						10	10	100%	10	10	100%	1	0%
PD	WO	II	34	13	38%	36	14	39%	3			Train and then hire for proposed positions		35	14	40%	36	19	53%	6	15%
PD	WO	III	4	1	25%	7	1	14%						7	1	14%	4	1	25%	0	0%
PD	WO	IV	5	0	0%	5	0	0%						5	0	0%	5	0	0%	0	0%
TK	AE	III	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
TK	IR	III	0	0	NA	0	0	NA	1	1		Note 1		1	1	100%	1	1	100%	1	NA
TK	IR	IV	3	0	0%	3	0	0%						3	0	0%	3	0	0%	0	0%
TK	IR	V	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
TK	IR	VI	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
Forestry services			0	0	NA	0	0	NA						0	0	NA	0	0	NA	0	NA
Hay plan			12	2	17%	14	3	21%						14	3	21%	14	3	21%	1	5%
Unclassified			7	3	43%	6	0	0%						6	0	0%	6	0	0%	-3	-43%
DEPARTMENT TOTAL :			141	38	27%	153	40	26%	8	2	0			154	42	27%	153	53	35%	15	8%

Note 1 : Affirmative action trainee for proposed positions
Direct hire proposed position

TABLE B
DEPARTMENT OF RENEWABLE RESOURCES

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY	GROUP	LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
AS	KS	I	0	0	NA	0	0	NA	1	1	100%				1	1	100%				1	1	100%				1	1	100%
AS	KS	II	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	AF	II	1	0	0%	1	0	0%	1	0	0%				1	0	0%	1			1	0	0%				1	0	0%
AS	CK	II	1	1	100%	1	1	100%	2	1	50%				1	1	100%				1	1	100%				1	1	100%
AS	CK	III	3	1	33%	3	1	33%	3	1	33%				3	1	33%				3	1	33%				3	1	33%
AS	CK	IV	2	1	50%	2	1	50%	2	1	50%				2	1	50%				2	1	50%				2	1	50%
AS	GA	I	6	1	17%	5	1	20%	5	1	20%	1			5	1	20%	1			5	1	20%		1		5	2	40%
AS	PE	I	4	0	0%	4	1	25%	3	0	0%				3	0	0%				3	0	0%				3	0	0%
AS	PE	II	1	0	0%	2	0	0%	3	1	33%	1			3	1	33%	1			3	1	33%				4	1	25%
AS	PE	III	17	0	0%	17	0	0%	18	0	0%				19	0	0%				19	0	0%				19	0	0%
AS	PE	IV	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	PE	V	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	ST	I	4	3	75%	4	3	75%	3	3	100%				3	3	100%				3	3	100%				3	3	100%
AS	ST	II	2	0	0%	3	1	33%	3	0	0%		1		3	1	33%				3	1	33%				3	1	33%
AS	ST	III	6	1	17%	6	2	33%	6	1	17%				6	1	17%		1		6	2	33%				6	2	33%
AS	DE	II	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	EC	I/II/III	0	0	NA	1	1	100%	0	0	NA				0	0	NA				0	0	NA				0	0	NA
PD	EC	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	DS	II	5	1	20%	6	1	17%	5	1	20%	2			5	1	20%	2			5	1	20%		2		5	3	60%
PD	DS	III	1	1	100%	1	1	100%	0	0	NA				0	0	NA				0	0	NA				0	0	NA
PD	DS	IV	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	DS	V	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	DS	VI	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%				2	0	0%
PD	IS	II	0	0	NA	0	0	NA	0	0	NA				1	0	0%				1	0	0%				1	0	0%
PD	IS	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%		1		1	1	100%
PD	IF	II	2	0	0%	2	0	0%	3	1	33%				3	1	33%		1		3	2	67%				3	2	67%
PD	IF	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	WO	I	9	9	100%	10	10	100%	10	10	100%				10	10	100%				10	10	100%				10	10	100%
PD	WO	II	34	13	38%	34	13	38%	36	14	39%	3			35	14	40%	2	1		36	15	42%		4		36	19	53%
PD	WO	III	4	1	25%	4	1	25%	7	1	14%				7	1	14%				7	1	14%				4	1	25%
PD	WO	IV	5	0	0%	5	0	0%	5	0	0%				5	0	0%	1			5	0	0%	1			5	0	0%
TK	AE	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
TK	IR	III	0	0	NA	0	0	NA	0	0	NA	1	1		1	1	100%				1	1	100%				1	1	100%
TK	IR	IV	3	0	0%	3	0	0%	3	0	0%				3	0	0%				3	0	0%				3	0	0%
TK	IR	V	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
TK	IR	VI	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
Forestry services			0	0	NA	0	0	NA	0	0	NA				0	0	NA				0	0	NA				0	0	NA
Hay plan			12	2	17%	12	2	17%	14	3	21%				14	3	21%				14	3	21%				14	3	21%
Unclassified			7	3	43%	10	5	50%	6	0	0%				6	0	0%				6	0	0%				6	0	0%
DEPARTMENT TOTAL :			141	38	27%	148	45	30%	153	40	26%	8	2	0	154	42	27%	8	3	0	155	45	29%	1	8	0	153	53	35%

TABLE A
DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988							1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	XS	II	1	0	0%	1	0	0%						1	0	0%	1	1	100%	1	100%
AS	AF	II	1	0	0%	1	0	0%						1	0	0%	1	1	100%	1	100%
AS	AF	III	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	CK	III	6	1	17%	6	2	33%						6	2	33%	6	3	50%	2	33%
AS	CK	IV	1	0	0%	2	0	0%						2	0	0%	2	1	50%	1	50%
AS	GA	I	5	1	20%	6	1	17%						6	1	17%	6	2	33%	1	13%
AS	PS	II	1	0	0%	0	0	NA						0	0	NA	1	1	100%	1	100%
AS	PE	I	0	0	NA	1	0	0%						1	0	0%	1	1	100%	1	NA
AS	PE	II	2	0	0%	2	0	0%						2	0	0%	2	0	0%	0	0%
AS	PE	III	4	0	0%	3	1	33%						3	1	33%	3	2	67%	2	67%
AS	PE	IV	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
AS	ST	I	2	2	100%	3	2	67%						3	2	67%	3	2	67%	0	-33%
AS	ST	II	8	7	88%	8	8	100%		2		Hiring		10	10	100%	10	10	100%	3	13%
AS	ST	III	8	2	25%	6	2	33%		1		Hiring		6	3	50%	6	3	50%	1	25%
GL	DC	II	2	2	100%	2	2	100%		-2				0	0	NA	0	0	NA	-2	NA
PD	EC	I	5	3	60%	2	0	0%	1	1		I.S.T.P. & Hiring		2	1	50%	2	2	100%	-1	40%
PD	EC	II	28	5	18%	30	4	13%	10	3		I.S.P.T. (Year 2) & Hiring		30	7	23%	30	26	87%	21	69%
PD	EC	III	14	0	0%	14	1	7%	2			I.S.P.T. (Year 2)		14	1	7%	14	4	29%	4	29%
PD	EC	IV	7	1	14%	8	1	13%	1			I.S.P.T. (Year 2)		8	1	13%	8	2	25%	1	11%
PD	EC	V	2	0	0%	2	0	0%						2	0	0%	2	0	0%	0	0%
PD	DS	I	4	1	25%	5	2	40%						5	2	40%	5	2	40%	1	15%
PD	DS	II	2	0	0%	2	0	0%						2	0	0%	2	1	50%	1	50%
PD	DS	IV	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
PD	IF	I	1	0	0%	1	0	0%						1	0	0%	1	1	100%	1	100%
PD	IF	II	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
TK	AE	II	1	0	0%	0	0	NA		1		Hiring		1	1	100%	3	3	100%	3	100%
Hay plan			11	1	9%	10	2	20%						10	2	20%	10	3	30%	2	21%
Unclassified			2	1	50%	1	0	0%						1	0	0%	1	0	0%	-1	-50%
DEPARTMENT TOTAL :			120	27	23%	120	28	23%	14	6	0			121	34	28%	124	71	57%	44	35%

TABLE B
DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 - 1988						1988 - 1989						1989 - 1990					
CATEGORY	GROUP	LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
AS	XS	II	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%		1		1	1	100%
AS	AF	II	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%		1		1	1	100%
AS	AF	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	CK	III	6	1	17%	6	1	17%	6	2	33%				6	2	33%				6	2	33%		1		6	3	50%
AS	CK	IV	1	0	0%	1	0	0%	2	0	0%				2	0	0%				2	0	0%		1		2	1	50%
AS	GA	I	5	1	20%	5	2	40%	6	1	17%				6	1	17%				6	1	17%		1		6	2	33%
AS	PS	II	1	0	0%	1	0	0%	0	0	NA				0	0	NA		1		1	1	100%				1	1	100%
AS	PE	I	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%		1		1	1	100%
AS	PE	II	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%				2	0	0%
AS	PE	III	4	0	0%	4	0	0%	3	1	33%				3	1	33%				3	1	33%		1		3	2	67%
AS	PE	IV	0	0	NA	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	ST	I	2	2	100%	2	2	100%	3	2	67%				3	2	67%				3	2	67%				3	2	67%
AS	ST	II	8	7	88%	8	7	88%	8	8	100%		2		10	10	100%				10	10	100%				10	10	100%
AS	ST	III	8	2	25%	8	3	38%	6	2	33%		1		6	3	50%				6	3	50%				6	3	50%
GL	DC	II	2	2	100%	2	2	100%	2	2	100%		-2		0	0	NA				0	0	NA				0	0	NA
PD	EC	I	5	3	60%	6	4	67%	2	0	0%	1	1		2	1	50%		1		2	2	100%				2	2	100%
PD	EC	II	28	5	18%	30	6	20%	30	4	13%	10	3		30	7	23%	9	8		30	15	50%		11		30	26	87%
PD	EC	III	14	0	0%	15	0	0%	14	1	7%	2			14	1	7%		2		14	3	21%		1		14	4	29%
PD	EC	IV	7	1	14%	9	1	11%	8	1	13%	1			8	1	13%	1			8	1	13%		1		8	2	25%
PD	EC	V	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%				2	0	0%
PD	DS	I	4	1	25%	5	2	40%	5	2	40%				5	2	40%				5	2	40%				5	2	40%
PD	DS	II	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%		1		2	1	50%
PD	DS	IV	1	0	0%	2	1	50%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	IF	I	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%		1		1	1	100%
PD	IF	II	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
TK	AE	II	1	0	0%	2	0	0%	0	0	NA		1		1	1	100%	1	1		2	2	100%		1		3	3	100%
May plan			11	1	9%	11	1	9%	10	2	20%				10	2	20%		1		10	3	30%				10	3	30%
Unclassified			2	1	50%	2	1	50%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
DEPARTMENT TOTAL :			120	27	23%	130	33	25%	120	28	23%	14	6	0	121	34	28%	11	14	0	123	48	39%	0	23	0	124	71	57%

TABLE A
DEPARTMENT OF EDUCATION

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988						1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	XS	I	3	0	0%	3	1	33%						2	1	50%	2	1	50%	1	50%
AS	XS	II	1	1	100%	1	1	100%						1	1	100%	1	1	100%	0	0%
AS	AF	I	0	0	NA	2	0	0%						2	0	0%	2	0	0%	0	NA
AS	AF	II	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	AF	III	2	0	0%	2	0	0%						3	0	0%	3	0	0%	0	0%
AS	AF	IV	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	CK	I	2	1	50%	3	2	67%						2	2	100%	2	2	100%	1	50%
AS	CK	II	11	2	18%	16	6	38%		1		Hire 1 Admin Clerk - Inuvik Region		11	7	64%	11	8	73%	6	55%
AS	CK	III	9	1	11%	9	2	22%						9	2	22%	9	3	33%	2	22%
AS	CK	IV	3	0	0%	6	1	17%						3	1	33%	3	1	33%	1	33%
AS	GA	I	6	1	17%	9	2	22%	1			Train 1 Admin Officer - Div Bd - Kitikmeot		9	2	22%	9	2	22%	1	6%
AS	GA	II	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	GA	III	1	0	0%	3	1	33%	1			Train Exec Sec to Div Bd - Kitikmeot		1	1	100%	1	1	100%	1	100%
AS	GA	IV	2	1	50%	2	1	50%						2	1	50%	2	1	50%	0	0%
AS	PA	II	0	0	NA	1	1	100%						1	1	100%	1	1	100%	1	NA
AS	PE	II	2	1	50%	2	1	50%		1		Hire Research Officer in HQ		4	2	50%	4	2	50%	1	0%
AS	PE	III	11	1	9%	13	1	8%		1		Hire a HQ Native Lang Cur Specialist (Loucheux)		16	2	13%	16	3	19%	2	10%
AS	PE	IV	9	2	22%	12	3	25%						10	3	30%	10	3	30%	1	8%
AS	PE	V	5	0	0%	3	0	0%						5	0	0%	5	0	0%	0	0%
AS	PS	I	0	0	NA	2	2	100%						2	2	100%	2	2	100%	2	NA
AS	PS	II	0	0	NA	2	1	50%						2	1	50%	2	1	50%	1	NA
AS	PS	III	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
AS	ST	I	24	16	67%	16	16	100%		1		Hire 1 AS/ST - Secretary - Fort Smith Region		26	17	65%	26	19	73%	3	6%
AS	ST	II	14	8	57%	19	13	68%						17	13	76%	17	13	76%	5	19%
AS	ST	III	9	0	0%	14	1	7%						11	1	9%	11	1	9%	1	9%
GL	DC	I	116	90	78%	115	94	82%		1		Hire Custodial Worker - Fort Smith Region		118	95	81%	119	96	81%	6	3%
GL	DC	II	8	8	100%	9	8	89%						8	8	100%	8	8	100%	0	0%
GL	DC	III	1	0	0%	2	0	0%						1	0	0%	1	0	0%	0	0%
PD	EC	I	0	0	NA	1	1	100%						1	1	100%	1	1	100%	1	NA
PD	EC	II	8	5	63%	16	10	63%						10	10	100%	12	12	100%	7	38%
PD	EC	III	1	0	0%	0	0	NA						0	0	NA	1	1	100%	1	100%
PD	EC	IV	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
PD	DS	I	0	0	NA	2	1	50%						2	1	50%	2	1	50%	1	NA
PD	DS	II	4	0	0%	0	0	NA		1		Hire LEA Dev Officer - Fort Smith Region		4	1	25%	4	1	25%	1	25%
PD	DS	III	11	2	18%	9	4	44%		1		Hire LEA Dev Officer - Baffin Region		11	5	45%	12	6	50%	4	32%
PD	DS	IV	6	0	0%	6	0	0%						6	0	0%	6	0	0%	0	0%
PD	DS	V	2	0	0%	3	0	0%						2	0	0%	2	0	0%	0	0%

TABLE A
DEPARTMENT OF EDUCATION

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988								1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
PD	DS	VI	3	0	0%	3	0	0%						3	0	0%	3	0	0%	0	0%
PD	DSEA	I	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
PD	DSEA	II	7	0	0%	7	0	0%						7	0	0%	7	0	0%	0	0%
PD	DSEA	III	0	0	NA	4	0	0%						4	0	0%	4	0	0%	0	NA
PD	CCSU	II	0	0	NA	1	1	100%						1	1	100%	1	1	100%	1	NA
PD	IS	II	20	8	40%	24	9	38%	1			In-service training - HQ Dormitory Supervisor		20	9	45%	20	9	45%	1	5%
PD	IS	IV	9	2	22%	11	4	36%						9	4	44%	9	5	56%	3	33%
PD	IS	V	3	0	0%	5	1	20%						3	1	33%	4	1	25%	1	25%
PD	IS	VI	6	0	0%	4	0	0%						6	0	0%	6	0	0%	0	0%
PD	IS	VII	1	0	0%	0	0	NA						1	0	0%	1	0	0%	0	0%
PD	ES	I	142	137	96%	125	115	92%		1		Hire 1 Home Mgm Educator - Baffin Region		145	116	80%	145	117	81%	-20	-16%
PD	ES	II	3	2	67%	0	0	NA						3	0	0%	4	0	0%	-2	-67%
PD	ES	III	46	9	20%	0	0	NA						53	0	0%	56	0	0%	-9	-20%
PD	IN	I	8	0	0%	64	8	13%	2			Train 2 Adult Educator - Kitikmeot & Keewatin		8	8	100%	10	8	80%	8	80%
PD	IN	II	0	0	NA	0	0	NA						0	0	NA	2	2	100%	2	NA
PD	IF	II	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
PD	LO	I	0	0	NA	1	1	100%						1	1	100%	1	1	100%	1	NA
PD	LO	III	0	0	NA	2	1	50%						2	1	50%	2	1	50%	1	NA
TX	CS	I	2	0	0%	1	0	0%						2	0	0%	1	0	0%	0	0%
TX	PO	I	0	0	NA	1	1	100%						1	1	100%	1	1	100%	1	NA
TX	PO	II	4	2	50%	2	0	0%	1			Train 1 Resource Centre Technican - Kitikmeot		4	0	0%	4	0	0%	-2	-50%
TX	PO	III	3	0	0%	4	0	0%						3	0	0%	4	0	0%	0	0%
TX	PO	IV	0	0	NA	2	1	50%						2	1	50%	2	1	50%	1	NA
TX	CO	I	0	0	NA	1	1	100%						1	1	100%	1	1	100%	1	NA
TX	COSS	I	0	0	NA	3	0	0%						3	0	0%	3	0	0%	0	NA
TX	COSS	II	2	1	50%	0	0	NA		1		Hire a Data Entry Clerk at HQ		4	1	25%	4	1	25%	0	-25%
TR	FT		1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
TR	GT	I	3	1	33%	3	1	33%						3	1	33%	3	1	33%	0	0%
TR	GT	II	2	0	0%	2	0	0%						2	0	0%	2	0	0%	0	0%
TR	GT	III	2	0	0%	3	1	33%						2	1	50%	2	1	50%	1	50%
HI	AT		0	0	NA	21	16	76%						21	16	76%	21	16	76%	16	NA
Hay plan			14	0	0%	15	0	0%						14	0	0%	14	0	0%	0	0%
Unclassified			0	0	NA	41	7	17%						7	7	100%	7	7	100%	7	NA
DEPARTMENT SUBTOTAL			555	302	54%	661	342	52%	6	9	0			645	351	54%	659	365	55%	63	1%
Teachers/Principals			653	78	12%	767	84	11%		15				767	99	13%	767	142	19%	64	7%
Trainees			193	143	74%	141	126	89%						192	126	66%	190	124	65%	-19	-9%
DEPARTMENT TOTAL :			1401	523	37%	1569	552	35%	6	24	0			1604	576	36%	1616	631	39%	108	2%

TABLE B
DEPARTMENT OF EDUCATION

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988					1988 - 1989					1989 - 1990				
CATEGORY			TOTAL	NATIVES		TOTAL	NATIVES		TOTAL	NATIVES		TRAIN	HIRE	PROM.	TOTAL	NATIVES	TRAIN	HIRE	PROM.	TOTAL	NATIVES		TRAIN	HIRE	PROM.	TOTAL	NATIVES	
	GROUP	LEVEL	# OF POSIT.	#	%	# OF POSIT.	#	%	# OF POSIT.	#	%	#	#	#	# OF POSIT.	#	%	#	#	# OF POSIT.	#	%	#	#	#	# OF POSIT.	#	%
AS	KS	I	3	0	0%	2	0	0%	3	1	33%				2	1	50%			2	1	50%				2	1	50%
AS	KS	II	1	1	100%	1	1	100%	1	1	100%				1	1	100%			1	1	100%				1	1	100%
AS	AF	I	0	0	NA	0	0	NA	2	0	0%				2	0	0%			2	0	0%				2	0	0%
AS	AF	II	1	0	0%	1	0	0%	1	0	0%				1	0	0%			1	0	0%				1	0	0%
AS	AF	III	2	0	0%	3	0	0%	2	0	0%				3	0	0%			3	0	0%				3	0	0%
AS	AF	IV	1	0	0%	1	0	0%	1	0	0%				1	0	0%			1	0	0%				1	0	0%
AS	CK	I	2	1	50%	2	1	50%	3	2	67%				2	2	100%			2	2	100%				2	2	100%
AS	CK	II	11	2	18%	11	3	27%	16	6	38%		1		11	7	64%		1	11	8	73%				11	8	73%
AS	CK	III	9	1	11%	9	3	33%	9	2	22%				9	2	22%		1	9	3	33%				9	3	33%
AS	CK	IV	3	0	0%	3	0	0%	6	1	17%				3	1	33%			3	1	33%				3	1	33%
AS	GA	I	6	1	17%	7	3	43%	9	2	22%	1			9	2	22%			9	2	22%				9	2	22%
AS	GA	II	1	0	0%	1	0	0%	1	0	0%				1	0	0%			1	0	0%				1	0	0%
AS	GA	III	1	0	0%	1	0	0%	3	1	33%	1			1	1	100%	1		1	1	100%				1	1	100%
AS	GA	IV	2	1	50%	2	1	50%	2	1	50%				2	1	50%			2	1	50%				2	1	50%
AS	PA	II	0	0	NA	0	0	NA	1	1	100%				1	1	100%			1	1	100%				1	1	100%
AS	PE	II	2	1	50%	3	1	33%	2	1	50%		1		4	2	50%			4	2	50%				4	2	50%
AS	PE	III	11	1	9%	15	3	20%	13	1	8%		1		16	2	13%			16	2	13%			1	16	3	19%
AS	PE	IV	9	2	22%	10	2	20%	12	3	25%				10	3	30%			10	3	30%				10	3	30%
AS	PE	V	5	0	0%	5	0	0%	3	0	0%				5	0	0%			5	0	0%				5	0	0%
AS	PS	I	0	0	NA	0	0	NA	2	2	100%				2	2	100%			2	2	100%				2	2	100%
AS	PS	II	0	0	NA	0	0	NA	2	1	50%				2	1	50%			2	1	50%				2	1	50%
AS	PS	III	0	0	NA	0	0	NA	1	0	0%				1	0	0%			1	0	0%				1	0	0%
AS	ST	I	24	16	67%	26	19	73%	16	16	100%		1		26	17	65%		1	26	18	69%		1		26	19	73%
AS	ST	II	14	8	57%	17	10	59%	19	13	68%				17	13	76%			17	13	76%				17	13	76%
AS	ST	III	9	0	0%	11	1	9%	14	1	7%				11	1	9%			11	1	9%				11	1	9%
GL	DC	I	116	90	78%	117	92	79%	115	94	82%		1		118	95	81%		1	119	96	81%				119	96	81%
GL	DC	II	8	8	100%	8	8	100%	9	8	89%				8	8	100%			8	8	100%				8	8	100%
GL	DC	III	1	0	0%	1	0	0%	2	0	0%				1	0	0%			1	0	0%				1	0	0%
PD	EC	I	0	0	NA	0	0	NA	1	1	100%				1	1	100%			1	1	100%				1	1	100%
PD	EC	II	8	5	63%	9	6	67%	16	10	63%				10	10	100%		1	11	11	100%	1	1		12	12	100%
PD	EC	III	1	0	0%	0	0	NA	0	0	NA				0	0	NA		1	1	1	100%				1	1	100%
PD	EC	IV	0	0	NA	0	0	NA	1	0	0%				1	0	0%			1	0	0%				1	0	0%
PD	DS	I	0	0	NA	0	0	NA	2	1	50%				2	1	50%			2	1	50%				2	1	50%
PD	DS	II	4	0	0%	4	1	25%	0	0	NA		1		4	1	25%			4	1	25%				4	1	25%
PD	DS	III	11	2	18%	11	3	27%	9	4	44%		1		11	5	45%			11	5	45%		1		12	6	50%
PD	DS	IV	6	0	0%	6	0	0%	6	0	0%				6	0	0%			6	0	0%				6	0	0%
PD	DS	V	2	0	0%	2	0	0%	3	0	0%				2	0	0%			2	0	0%				2	0	0%
PD	DS	VI	3	0	0%	3	0	0%	3	0	0%				3	0	0%			3	0	0%				3	0	0%

TABLE B
DEPARTMENT OF EDUCATION

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
PD	DSEA	I	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	DSEA	II	7	0	0%	7	0	0%	7	0	0%				7	0	0%				7	0	0%				7	0	0%
PD	DSEA	III	0	0	NA	0	0	NA	4	0	0%				4	0	0%				4	0	0%				4	0	0%
PD	CCSU	II	0	0	NA	0	0	NA	1	1	100%				1	1	100%				1	1	100%				1	1	100%
PD	IS	II	20	8	40%	20	8	40%	24	9	38%	1			20	9	45%	1			20	9	45%				20	9	45%
PD	IS	IV	9	2	22%	9	2	22%	11	4	36%				9	4	44%				9	4	44%			1	9	5	56%
PD	IS	V	3	0	0%	3	0	0%	5	1	20%				3	1	33%				3	1	33%				4	1	25%
PD	IS	VI	6	0	0%	6	0	0%	4	0	0%				6	0	0%				6	0	0%	1			6	0	0%
PD	IS	VII	1	0	0%	1	0	0%	0	0	NA				1	0	0%				1	0	0%				1	0	0%
PD	ES	I	142	137	96%	143	138	97%	125	115	92%		1		145	116	80%				145	116	80%		1		145	117	81%
PD	ES	II	3	2	67%	3	2	67%	0	0	NA				3	0	0%				4	0	0%				4	0	0%
PD	ES	III	46	9	20%	48	11	23%	0	0	NA				53	0	0%				55	0	0%				56	0	0%
PD	IN	I	8	0	0%	8	1	13%	64	8	13%	2			8	8	100%	3			8	8	100%	3			10	8	80%
PD	IN	II	0	0	NA	0	0	NA	0	0	NA				0	0	NA		1		1	1	100%		1		2	2	100%
PD	IF	II	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	LO	I	0	0	NA	0	0	NA	1	1	100%				1	1	100%				1	1	100%				1	1	100%
PD	LO	III	0	0	NA	0	0	NA	2	1	50%				2	1	50%				2	1	50%				2	1	50%
TK	CS	I	2	0	0%	2	0	0%	1	0	0%				2	0	0%				1	0	0%				1	0	0%
TK	PO	I	0	0	NA	0	0	NA	1	1	100%				1	1	100%				1	1	100%				1	1	100%
TK	PO	II	4	2	50%	4	2	50%	2	0	0%	1			4	0	0%				4	0	0%	2			4	0	0%
TK	PO	III	3	0	0%	3	0	0%	4	0	0%				3	0	0%				3	0	0%				4	0	0%
TK	PO	IV	0	0	NA	0	0	NA	2	1	50%				2	1	50%				2	1	50%				2	1	50%
TK	CO	I	0	0	NA	0	0	NA	1	1	100%				1	1	100%				1	1	100%				1	1	100%
TK	COSS	I	0	0	NA	0	0	NA	3	0	0%				3	0	0%				3	0	0%				3	0	0%
TK	COSS	II	2	1	50%	3	1	33%	0	0	NA		1		4	1	25%				4	1	25%				4	1	25%
TR	FT		1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
TR	GT	I	3	1	33%	3	1	33%	3	1	33%				3	1	33%				3	1	33%				3	1	33%
TR	GT	II	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%				2	0	0%
TR	GT	III	2	0	0%	2	0	0%	3	1	33%				2	1	50%				2	1	50%				2	1	50%
MI	AT		0	0	NA	0	0	NA	21	16	76%				21	16	76%				21	16	76%				21	16	76%
Hay plan			14	0	0%	14	0	0%	15	0	0%				14	0	0%				14	0	0%				14	0	0%
Unclassified			0	0	NA	0	0	NA	41	7	17%				7	7	100%				7	7	100%				7	7	100%
DEPARTMENT SUBTOTAL			555	302	54%	574	324	56%	661	342	52%	6	9	0	645	351	54%	5	7	0	651	358	55%	7	5	2	659	365	55%
Teachers/Principals			653	78	12%	655	102	16%	767	84	11%		15		767	99	13%		17		767	116	15%		26		767	142	19%
Trainees			193	143	74%	190	142	75%	141	126	89%				192	126	66%		-1		191	125	65%		-1		190	124	65%
DEPARTMENT TOTAL :			1401	523	37%	1419	568	40%	1569	552	35%	6	24	0	1604	576	36%	5	23	0	1609	599	37%	7	30	2	1616	631	39%

TABLE A
DEPARTMENT OF JUSTICE

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988							1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	XS	I	1	0	0%	1	0	0%				Hiring S.T.V.		1	0	0%	1	1	100%	1	100%
AS	XS	II	3	0	0%	3	0	0%				Hiring S.T.V.		3	0	0%	3	1	33%	1	33%
AS	AF	III	1	0	0%	1	0	0%				Hiring S.T.V.		1	0	0%	1	0	0%	0	0%
AS	CK	II	8	1	13%	8	1	13%			1	Hiring S.T.V.		8	2	25%	8	3	38%	2	25%
AS	CK	III	16	2	13%	16	2	13%		1	1	Hiring S.T.V.		16	4	25%	16	6	38%	4	25%
AS	CK	IV	8	0	0%	8	1	13%				Hiring S.T.V.		8	1	13%	8	4	50%	4	50%
AS	CK	V	6	0	0%	6	0	0%	1			I.S.T.P. 2 yrs.		6	0	0%	6	3	50%	3	50%
AS	GA	I	2	0	0%	2	0	0%	1	1		Hiring S.T.V. - I.S.T.P. 1 yr.		2	1	50%	2	2	100%	2	100%
AS	GA	II	4	0	0%	4	0	0%		1		Hiring S.T.V.		4	1	25%	4	2	50%	2	50%
AS	GA	III	2	0	0%	2	0	0%				Hiring S.T.V.		2	0	0%	2	1	50%	1	50%
AS	GA	IV	2	0	0%	2	0	0%				Hiring S.T.V.		2	0	0%	2	0	0%	0	0%
AS	PE		1	0	0%	1	0	0%	1	1		Hiring S.T.V. - I.S.T.P. 1 yr.		1	1	100%	1	1	100%	1	100%
AS	PE	IV	1	0	0%	1	0	0%				Hiring S.T.V.		1	0	0%	1	0	0%	0	0%
AS	PELG		1	0	0%	1	0	0%				Hiring S.T.V.		1	0	0%	1	0	0%	0	0%
AS	PELG	I	6	0	0%	8	0	0%				Hiring S.T.V.		9	0	0%	9	0	0%	0	0%
AS	ST	II	7	1	14%	7	1	14%		1		Hiring S.T.V.		9	2	22%	9	5	56%	4	41%
AS	ST	III	12	0	0%	12	0	0%	3	3		Hiring S.T.V. - I.S.T.P. 2 yrs.		12	3	25%	12	5	42%	5	42%
AS	STCR	II	6	0	0%	6	1	17%		2		Hiring S.T.V.		8	3	38%	8	4	50%	4	50%
PO	DS	I	1	0	0%	1	0	0%				Hiring S.T.V.		1	0	0%	1	1	100%	1	100%
PO	DS	III	1	0	0%	1	0	0%				Hiring S.T.V.		1	0	0%	1	0	0%	0	0%
PO	IS	IV	1	0	0%	1	0	0%				Hiring S.T.V.		1	0	0%	1	1	100%	1	100%
TX	AE	IV	2	0	0%	2	0	0%				Hiring S.T.V.		2	0	0%	2	0	0%	0	0%
TX	IR	I	1	0	0%	1	0	0%				Hiring S.T.V.		1	0	0%	1	0	0%	0	0%
TX	IR	II	2	0	0%	2	0	0%				Hiring S.T.V.		2	0	0%	2	1	50%	1	50%
TX	IR	III	2	0	0%	2	0	0%				Hiring S.T.V.		2	0	0%	2	0	0%	0	0%
TX	IR	IV	7	0	0%	7	0	0%				Hiring S.T.V.		7	0	0%	7	1	14%	1	14%
TX	IR	V	14	0	0%	14	0	0%				Hiring S.T.V.		14	0	0%	14	0	0%	0	0%
TX	IR	VII	3	0	0%	3	0	0%				Hiring S.T.V.		3	0	0%	3	0	0%	0	0%
Hay plan			9	0	0%	12	0	0%				Hiring S.T.V.		12	0	0%	12	0	0%	0	0%
Executive			4	0	0%	4	0	0%				Hiring S.T.V.		4	0	0%	4	0	0%	0	0%
DEPARTMENT TOTAL :			134	4	3%	139	6	4%	6	10	2			144	18	13%	144	42	29%	38	26%

TABLE B
DEPARTMENT OF JUSTICE

POSITIONS			ACTUAL (DEC. 85)			Plan (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
AS	XS	I	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%		1		1	1	100%
AS	XS	II	3	0	0%	3	0	0%	3	0	0%				3	0	0%				3	0	0%		1		3	1	33%
AS	AF	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	CK	II	8	1	13%	8	4	50%	8	1	13%			1	8	2	25%		1		8	3	38%				8	3	38%
AS	CK	III	16	2	13%	16	4	25%	16	2	13%		1	1	16	4	25%		1		16	5	31%		1		16	6	38%
AS	CK	IV	8	0	0%	8	0	0%	8	1	13%				8	1	13%		2		8	3	38%		1		8	4	50%
AS	CK	V	6	0	0%	6	0	0%	6	0	0%	1			6	0	0%		1		6	1	17%		2		6	3	50%
AS	GA	I	2	0	0%	2	0	0%	2	0	0%	1	1		2	1	50%		1		2	2	100%				2	2	100%
AS	GA	II	4	0	0%	4	0	0%	4	0	0%		1		4	1	25%				4	1	25%		1		4	2	50%
AS	GA	III	2	0	0%	2	0	0%	2	0	0%				2	0	0%		1		2	1	50%				2	1	50%
AS	GA	IV	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%				2	0	0%
AS	PE		1	0	0%	1	0	0%	1	0	0%	1	1		1	1	100%				1	1	100%				1	1	100%
AS	PE	IV	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	PELG		1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	PELG	I	6	0	0%	10	0	0%	8	0	0%				9	0	0%				9	0	0%				9	0	0%
AS	ST	II	7	1	14%	9	4	44%	7	1	14%		1		9	2	22%		2		9	4	44%		1		9	5	56%
AS	ST	III	12	0	0%	12	2	17%	12	0	0%	3	3		12	3	25%	1	1		12	4	33%	1	1		12	5	42%
AS	STCR	II	6	0	0%	8	1	13%	6	1	17%		2		8	3	38%		1		8	4	50%				8	4	50%
PD	DS	I	1	0	0%	1	0	0%	1	0	0%				1	0	0%		1		1	1	100%				1	1	100%
PD	DS	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	IS	IV	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%		1		1	1	100%
TK	AE	IV	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%				2	0	0%
TK	IR	I	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
TK	IR	II	2	0	0%	2	1	50%	2	0	0%				2	0	0%		1		2	1	50%				2	1	50%
TK	IR	III	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%				2	0	0%
TK	IR	IV	7	0	0%	7	1	14%	7	0	0%				7	0	0%				7	0	0%		1		7	1	14%
TK	IR	V	14	0	0%	14	0	0%	14	0	0%				14	0	0%				14	0	0%				14	0	0%
TK	IR	VII	3	0	0%	3	0	0%	3	0	0%				3	0	0%				3	0	0%				3	0	0%
Key plan			9	0	0%	9	0	0%	12	0	0%				12	0	0%				12	0	0%				12	0	0%
Executive			4	0	0%	4	0	0%	4	0	0%				4	0	0%				4	0	0%				4	0	0%
DEPARTMENT TOTAL :			134	4	3%	142	17	12%	139	6	4%	6	10	2	144	18	13%	1	13	0	144	31	22%	1	11	0	144	42	29%

TABLE A
WORKERS' COMPENSATION BOARD

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988							1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	XS	I	1	0	0%	1	0	0%						1	0	0%	1	1	100%	1	100%
AS	XS	II	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	AE	II	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	CK	I	4	0	0%	4	0	0%		1				4	1	25%	4	2	50%	2	50%
AS	CK	II	4	0	0%	4	0	0%		1				4	1	25%	4	2	50%	2	50%
AS	CK	III	3	0	0%	4	0	0%		1				4	1	25%	3	2	67%	2	67%
AS	CK	IV	2	0	0%	1	0	0%						1	0	0%	2	1	50%	1	50%
AS	GA	II	2	0	0%	2	0	0%						2	0	0%	2	1	50%	1	50%
AS	GA	III	1	0	0%	1	0	0%						1	0	0%	1	1	100%	1	100%
AS	ST	I	3	0	0%	3	0	0%		1				3	1	33%	3	2	67%	2	67%
AS	ST	II	2	0	0%	2	0	0%						2	0	0%	2	1	50%	1	50%
AS	ST	III	1	0	0%	1	0	0%						1	0	0%	0	1	NA	1	NA
PD	WC	I	4	0	0%	4	0	0%						4	0	0%	5	2	40%	2	40%
PD	WC	II	5	0	0%	5	1	20%						5	1	20%	5	2	40%	2	40%
PD	WC	III	4	0	0%	4	0	0%						4	0	0%	4	2	50%	2	50%
PD	WC	IV	2	1	50%	2	1	50%						2	1	50%	2	1	50%	0	0%
PD	IS	II	1	0	0%	0	0	NA						0	0	NA	0	0	NA	0	NA
PD	IS	III	1	1	100%	1	0	0%						0	0	NA	0	0	NA	-1	NA
PD	IS	IV	0	0	NA	2	0	0%						1	0	0%	1	0	0%	0	NA
PD	IS	V	1	0	0%	0	0	NA						1	0	0%	1	0	0%	0	0%
TK	COSS	I	2	0	0%	1	0	0%						0	0	NA	2	1	50%	1	50%
TK	COSS	II	1	0	0%	0	0	NA						0	0	NA	0	0	NA	0	NA
TK	CO	I	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
TK	CO	II	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
Hay plan			4	0	0%	4	0	0%	1					4	0	0%	4	1	25%	1	25%
Unclassified			1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
DEPARTMENT TOTAL :			52	2	4%	51	2	4%	1	4	0			49	6	12%	51	23	45%	21	41%

TABLE B
WORKERS' COMPENSATION BOARD

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY	GROUP	LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
AS	XS	I	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%			1	1	1	100%
AS	XS	II	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	AF	II	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	CK	I	4	0	0%	4	1	25%	4	0	0%		1		4	1	25%		1		4	2	50%				4	2	50%
AS	CK	II	4	0	0%	4	1	25%	4	0	0%		1		4	1	25%				4	1	25%		1		4	2	50%
AS	CK	III	3	0	0%	3	0	0%	4	0	0%		1		4	1	25%				3	1	33%		1		3	2	67%
AS	CK	IV	2	0	0%	2	0	0%	1	0	0%				1	0	0%		1		2	1	50%				2	1	50%
AS	GA	II	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%		1		2	1	50%
AS	GA	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%			1	1	1	100%
AS	ST	I	3	0	0%	3	2	67%	3	0	0%		1		3	1	33%				3	1	33%		1		3	2	67%
AS	ST	II	2	0	0%	1	0	0%	2	0	0%				2	0	0%				2	0	0%		1		2	1	50%
AS	ST	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%			1	0	1	NA				0	1	NA
PD	WC	I	4	0	0%	4	0	0%	4	0	0%				4	0	0%		1		5	1	20%		1		5	2	40%
PD	WC	II	5	0	0%	5	0	0%	5	1	20%				5	1	20%				5	1	20%		1		5	2	40%
PD	WC	III	4	0	0%	4	0	0%	4	0	0%				4	0	0%		1		4	1	25%		1		4	2	50%
PD	WC	IV	2	1	50%	2	1	50%	2	1	50%				2	1	50%				2	1	50%				2	1	50%
PD	IS	II	1	0	0%	1	1	100%	0	0	NA				0	0	NA				0	0	NA				0	0	NA
PD	IS	III	1	1	100%	1	1	100%	1	0	0%				0	0	NA				0	0	NA				0	0	NA
PD	IS	IV	0	0	NA	0	0	NA	2	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	IS	V	1	0	0%	1	0	0%	0	0	NA				1	0	0%				1	0	0%				1	0	0%
TK	COSS	I	2	0	0%	2	0	0%	1	0	0%				0	0	NA				2	0	0%		1		2	1	50%
TK	COSS	II	1	0	0%	1	1	100%	0	0	NA				0	0	NA				0	0	NA				0	0	NA
TK	CO	I	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
TK	CO	II	1	0	0%	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
Hay plan			4	0	0%	4	1	25%	4	0	0%	1			4	0	0%				4	0	0%		1		4	1	25%
Unclassified			1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
DEPARTMENT TOTAL :			52	2	4%	50	9	18%	51	2	4%	1	4	0	49	6	12%	0	4	1	51	11	22%	0	10	2	51	23	45%

TABLE A
DEPARTMENT OF HEALTH

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988						1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	XS	I	2	0	0%	2	0	0%						2	0	0%	2	1	50%	1	50%
AS	XS	II	1	0	0%	1	1	100%			1			1	2	200%	1	2	200%	2	200%
AS	AF	I	2	0	0%	2	0	0%						2	0	0%	2	2	100%	2	100%
AS	AF	III	1	0	0%	1	0	0%						1	0	0%	1	1	100%	1	100%
AS	CK	II	7	2	29%	7	1	14%		3				8	4	50%	10	6	60%	4	31%
AS	CK	III	16	1	6%	16	1	6%			2			16	3	19%	16	7	44%	6	38%
AS	CK	IV	3	0	0%	3	1	33%			1			3	2	67%	3	3	100%	3	100%
AS	CK	V	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	GA	I	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	PE	I	2	0	0%	2	1	50%						2	1	50%	2	1	50%	1	50%
AS	PE	II	0	0	NA	0	0	NA						0	0	NA	1	1	100%	1	NA
AS	PE	III	3	0	0%	3	0	0%						3	0	0%	3	3	100%	3	100%
AS	ST	II	2	0	0%	2	0	0%		1				2	1	50%	2	2	100%	2	100%
AS	ST	III	7	0	0%	7	0	0%		2				7	2	29%	7	4	57%	4	57%
AS	ST	IV	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
PD	DS	III	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
PD	IF	III	1	0	0%	1	0	0%	1					1	0	0%	1	1	100%	1	100%
PD	IF	IV	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
TK	COSS	I	3	0	0%	3	1	33%						3	1	33%	3	1	33%	1	33%
Key plan			5	0	0%	5	0	0%						5	0	0%	5	0	0%	0	0%
Unclassified			7	0	0%	17	0	0%	1					9	0	0%	10	1	10%	1	10%
DEPARTMENT TOTAL :			67	3	4%	77	6	8%	2	6	4			70	16	23%	74	36	49%	33	44%

TABLE B
DEPARTMENT OF HEALTH

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY	GROUP	LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
AS	XS	I	2	0	0%	2	1	50%	2	0	0%				2	0	0%		1		2	1	50%				2	1	50%
AS	XS	II	1	0	0%	1	0	0%	1	1	100%			1	1	2	200%				1	2	200%				1	2	200%
AS	AF	I	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%		2		2	2	100%
AS	AF	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%		1		1	1	100%
AS	CK	II	7	2	29%	7	4	57%	7	1	14%		3		8	4	50%		1		9	5	56%		1		10	6	60%
AS	CK	III	16	1	6%	16	4	25%	16	1	6%			2	16	3	19%		3		16	6	38%			1	16	7	44%
AS	CK	IV	3	0	0%	3	1	33%	3	1	33%			1	3	2	67%			1	3	3	100%				3	3	100%
AS	CK	V	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	GA	I	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	PE	I	2	0	0%	2	0	0%	2	1	50%				2	1	50%				2	1	50%				2	1	50%
AS	PE	II	0	0	NA	0	0	NA	0	0	NA				0	0	NA				0	0	NA		1		1	1	100%
AS	PE	III	3	0	0%	3	0	0%	3	0	0%				3	0	0%				3	0	0%		3		3	3	100%
AS	ST	II	2	0	0%	2	0	0%	2	0	0%		1		2	1	50%		1		2	2	100%				2	2	100%
AS	ST	III	7	0	0%	7	1	14%	7	0	0%		2		7	2	29%		1		7	3	43%		1		7	4	57%
AS	ST	IV	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	DS	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	IF	III	1	0	0%	1	0	0%	1	0	0%	1			1	0	0%				1	0	0%		1		1	1	100%
PD	IF	IV	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
TK	COSS	I	3	0	0%	3	0	0%	3	1	33%				3	1	33%				3	1	33%				3	1	33%
Hay plan			5	0	0%	5	0	0%	5	0	0%				5	0	0%				5	0	0%				5	0	0%
Unclassified			7	0	0%	9	1	11%	17	0	0%	1			9	0	0%				9	0	0%		1		10	1	10%
DEPARTMENT TOTAL :			67	3	4%	69	12	17%	77	6	8%	2	6	4	70	16	23%	0	7	1	71	24	34%	0	11	1	74	36	49%

TABLE A
NORTHWEST TERRITORIES HOUSING CORPORATION

POSITIONS			ACTUAL (DEC. 85)			ACTUAL (DEC. 86)			1987 - 1988						1989 - 1990			CHANGE 85-90	
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	ACTION PLANNED	REFERENCE 2A/ ITEM #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	NATIVE DISTRIBUTION #	NATIVE DISTRIBUTION %
AS	XS	I	3	1	33%	3	0	0%						3	0	0%	3	0	0%	-1	-33%
AS	XS	II	1	0	0%	1	0	0%		1				1	1	100%	1	1	100%	1	100%
AS	AF	I	2	0	0%	2	0	0%		1				2	1	50%	2	1	50%	1	50%
AS	AF	II	5	0	0%	1	0	0%						1	0	0%	2	2	100%	2	100%
AS	AF	III	2	0	0%	6	0	0%						2	0	0%	2	0	0%	0	0%
AS	AF	IV	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	CK	I	1	0	0%	1	0	0%		1				1	1	100%	1	1	100%	1	100%
AS	CK	II	2	1	50%	0	0	NA		1				2	1	50%	2	1	50%	0	0%
AS	CK	III	9	1	11%	10	2	20%						9	2	22%	9	6	67%	5	56%
AS	CK	IV	2	0	0%	2	0	0%						2	0	0%	2	0	0%	0	0%
AS	GA	I	2	0	0%	3	0	0%						1	0	0%	1	0	0%	0	0%
AS	GA	II	1	0	0%	1	0	0%		1				1	1	100%	1	1	100%	1	100%
AS	GA	III	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
AS	PS	II	1	1	100%	1	0	0%	1					1	0	0%	2	1	50%	0	-50%
AS	PS	III	1	0	0%	1	0	0%	1	1				1	1	100%	1	1	100%	1	100%
AS	PA	I	2	0	0%	2	0	0%		2				3	2	67%	3	2	67%	2	67%
AS	PE	I	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
AS	PE	II	3	0	0%	3	0	0%	1					3	0	0%	3	0	0%	0	0%
AS	PE	III	2	0	0%	1	0	0%	1					2	0	0%	2	0	0%	0	0%
AS	PE	IV	2	0	0%	2	0	0%						1	0	0%	1	0	0%	0	0%
AS	ST	I	2	1	50%	1	1	100%		1				2	2	100%	2	2	100%	1	50%
AS	ST	II	3	1	33%	6	3	50%						3	3	100%	3	3	100%	2	67%
AS	ST	III	1	1	100%	2	0	0%						1	0	0%	1	0	0%	-1	-100%
PD	DS	III	20	2	10%	15	5	33%	5	4				20	9	45%	20	14	70%	12	60%
PD	DS	IV	0	0	NA	1	0	0%						1	0	0%	1	0	0%	0	NA
PD	DS	V	2	1	50%	1	0	0%						2	0	0%	2	0	0%	-1	-50%
TK	PO	I	2	0	0%	1	0	0%						2	0	0%	1	0	0%	0	0%
TK	PO	IV	3	0	0%	0	0	NA						0	0	NA	0	0	NA	0	NA
TK	PO	V	1	0	0%	1	0	0%						1	0	0%	1	0	0%	0	0%
TK	AE	II	24	1	4%	37	6	16%	8	7				24	13	54%	24	17	71%	16	67%
TK	AE	III	5	0	0%	8	0	0%		2				5	2	40%	5	3	60%	3	60%
TK	AE	IV	6	0	0%	4	0	0%	1					6	0	0%	6	1	17%	1	17%
TK	AE	V	1	0	0%	2	0	0%						1	0	0%	1	0	0%	0	0%
TK	COSS	I	1	0	0%	2	0	0%						1	0	0%	1	0	0%	0	0%
TR	GT	III	0	0	NA	0	0	NA						27	0	0%	27	0	0%	0	NA
Hay plan			14	1	7%	13	1	8%	2	2				14	3	21%	14	5	36%	4	29%
DEPARTMENT TOTAL :			128	12	9%	137	18	13%	20	24	0			149	42	28%	150	62	41%	50	32%

TABLE B
NORTHWEST TERRITORIES HOUSING CORPORATION

POSITIONS			ACTUAL (DEC. 85)			PLAN (86)			ACTUAL (DEC. 86)			1987 -1988						1988 - 1989						1989 - 1990					
CATEGORY GROUP		LEVEL	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT.	NATIVES #	NATIVES %
AS	XS	I	3	1	33%	3	1	33%	3	0	0%				3	0	0%				3	0	0%				3	0	0%
AS	XS	II	1	0	0%	1	1	100%	1	0	0%		1		1	1	100%				1	1	100%				1	1	100%
AS	AF	I	2	0	0%	2	0	0%	2	0	0%		1		2	1	50%				2	1	50%				2	1	50%
AS	AF	II	5	0	0%	5	0	0%	1	0	0%				1	0	0%		1		1	1	100%		1		2	2	100%
AS	AF	III	2	0	0%	2	0	0%	6	0	0%				2	0	0%				2	0	0%				2	0	0%
AS	AF	IV	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	CK	I	1	0	0%	1	1	100%	1	0	0%		1		1	1	100%				1	1	100%				1	1	100%
AS	CK	II	2	1	50%	2	2	100%	0	0	NA		1		2	1	50%				2	1	50%				2	1	50%
AS	CK	III	9	1	11%	9	1	11%	10	2	20%				9	2	22%		2		9	4	44%		2		9	6	67%
AS	CK	IV	2	0	0%	2	0	0%	2	0	0%				2	0	0%				2	0	0%				2	0	0%
AS	GA	I	2	0	0%	2	0	0%	3	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	GA	II	1	0	0%	1	0	0%	1	0	0%		1		1	1	100%				1	1	100%				1	1	100%
AS	GA	III	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	PS	II	1	1	100%	1	1	100%	1	0	0%	1			1	0	0%				2	0	0%		1		2	1	50%
AS	PS	III	1	0	0%	1	0	0%	1	0	0%	1	1		1	1	100%				1	1	100%				1	1	100%
AS	PA	I	2	0	0%	3	2	67%	2	0	0%		2		3	2	67%				3	2	67%				3	2	67%
AS	PE	I	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
AS	PE	II	3	0	0%	3	1	33%	3	0	0%	1			3	0	0%				3	0	0%				3	0	0%
AS	PE	III	2	0	0%	2	0	0%	1	0	0%	1			2	0	0%				2	0	0%				2	0	0%
AS	PE	IV	2	0	0%	2	0	0%	2	0	0%				1	0	0%	1			1	0	0%				1	0	0%
AS	ST	I	2	1	50%	2	2	100%	1	1	100%		1		2	2	100%				2	2	100%				2	2	100%
AS	ST	II	3	1	33%	3	2	67%	6	3	50%				3	3	100%				3	3	100%				3	3	100%
AS	ST	III	1	1	100%	1	1	100%	2	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	DS	III	20	2	10%	20	6	30%	15	5	33%	5	4		20	9	45%	5	3		20	12	60%	5		2	20	14	70%
PD	DS	IV	0	0	NA	0	0	NA	1	0	0%				1	0	0%				1	0	0%				1	0	0%
PD	DS	V	2	1	50%	2	1	50%	1	0	0%				2	0	0%				2	0	0%				2	0	0%
TK	PO	I	2	0	0%	2	0	0%	1	0	0%				2	0	0%				2	0	0%				1	0	0%
TK	PO	IV	3	0	0%	3	0	0%	0	0	NA				0	0	NA				0	0	NA				0	0	NA
TK	PO	V	1	0	0%	1	0	0%	1	0	0%				1	0	0%				1	0	0%				1	0	0%
TK	AE	II	24	1	4%	24	8	33%	37	6	16%	8	7		24	13	54%	4	1		24	14	58%	5		3	24	17	71%
TK	AE	III	5	0	0%	5	2	40%	8	0	0%		2		5	2	40%		1		5	3	60%				5	3	60%
TK	AE	IV	6	0	0%	6	0	0%	4	0	0%	1			6	0	0%				6	0	0%		1		6	1	17%
TK	AE	V	1	0	0%	1	0	0%	2	0	0%				1	0	0%				1	0	0%				1	0	0%
TK	COSS	I	1	0	0%	1	0	0%	2	0	0%				1	0	0%				1	0	0%				1	0	0%
TR	GT	III	0	0	NA	27	27	100%	0	0	NA				27	0	0%				27	0	0%				27	0	0%
May plan			14	1	7%	14	1	7%	13	1	8%	2	2		14	3	21%		2		14	5	36%				14	5	36%
DEPARTMENT TOTAL :			128	12	9%	156	60	38%	137	18	13%	20	24	0	149	42	28%	10	10	0	150	52	35%	10	5	5	150	62	41%